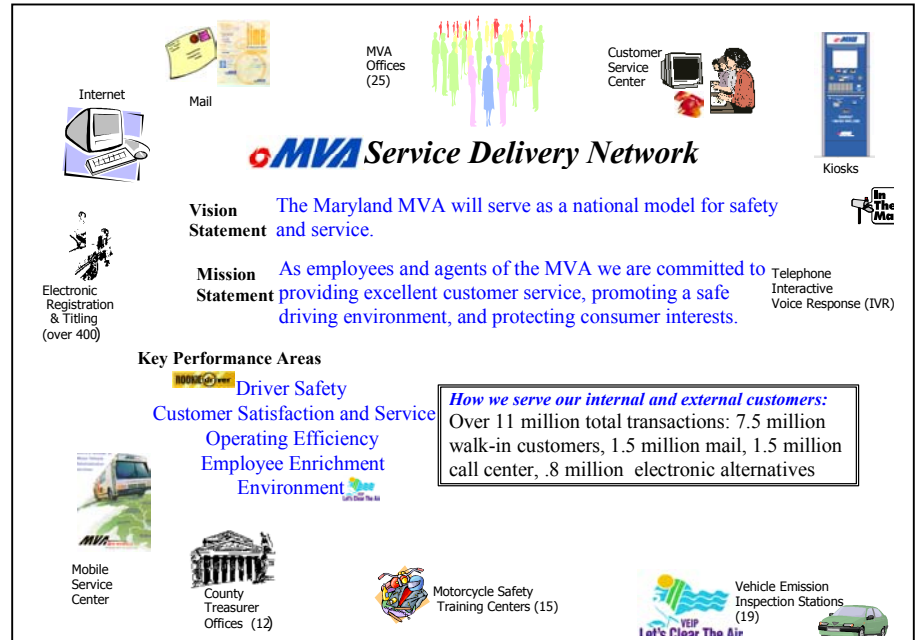


ORGANIZATIONAL PROFILE

P.1 Organizational Description

The Maryland Motor Vehicle Administration (MVA) is one of the six modalities that comprise the Maryland Department of Transportation. The MVA is the State regulatory and licensing agency responsible for providing motor vehicle services to the citizens of Maryland. These services include licensing passenger and commercial drivers, registering and titling vehicles and administering motorcycle safety and automobile insurance programs. The MVA also regulates vehicle sales through a licensing program and manages the Vehicle Emissions Inspection Program (VEIP). “Maryland’s MVA – Committed to Safety, Service and You” summarizes the MVA’s commitment to serve the citizens of the State in an efficient and customer oriented environment.



a. Organizational Environment

a.1. The Maryland Motor

Vehicle Administration’s main products include over 3.7 million vehicle registrations, 3.4 million driver licenses and identification cards, 2.5 million emissions tests, and statewide regulation of auto related industries (e.g. driver education schools, automobile dealers, automobile salespersons, vehicle manufacturers, scrap metal processors, etc.) The MVA will conduct over 11 million transactions or an average of 2 transactions for every Maryland citizen in the year 2001. 7.5 million of these transactions will be walk-in, 1.5 million will be via the mail, 1.5 million via the Customer Service Center, and .8 million through some form of electronic alternative (Internet, Kiosk, Phone or 3rd Party).

a.2. As the MVA moves into the 21st century, its management and employees utilize the “Managing for Results” (MFR) approach to externally adapt and internally integrate its organizational culture to reflect changes in our society and the citizens it serves. Senior management utilizes such processes as strategy formulation, authority and influence, motivation, management control, conflict management and customer management to impact the MVA’s organizational culture.

The MVA’s Strategic Plan pinpoints the MVA’s long-term service delivery goals into the 21st century and identifies the customer service emerging technologies that will achieve those goals. The Strategic Plan provides:

- an assessment of trends impacting the MVA and its customer
- a clear view of how the MVA intends to serve the public and support its customers and employees
- current and future initiatives to achieve this vision

VISION STATEMENT: The Maryland MVA will serve as a national model for service and safety. The term “national model” reflects the Maryland MVA’s nationally recognized leadership position in

driver safety and customer service.

MISSION STATEMENT: As employees and agents of the MVA, we are committed to providing excellent customer service, promoting a safe driving environment, and protecting consumer interests. The MVA understands and is prepared to meet the challenges of today’s dynamic environment and advances in technology while maintaining its core mission.

The MVA utilizes “Managing For Results” to provide efficient and effective delivery of government services. MFR focuses on results as well as processes and includes identifying:

- key performance areas
- goals in each key performance area
- service delivery improvement initiatives

The following are the MVA’s key performance areas: **Driver Safety; Customer Safety and Service; Operating Efficiency; Employee Enrichment and Environment.** Goals of each area follow.

DRIVER SAFETY

The MVA has a unique opportunity to advocate safe driving habits to all new drivers and to intervene with high-risk drivers to communicate safety messages and strategies.

- Educate new drivers, existing drivers and their families to highway safety keys
- Intervene with high-risk drivers to provide targeted education and behavioral change incentives
- Partner with the driver education community to ensure consistent and effective student training
- Support and conduct driver safety research

CUSTOMER SATISFACTION AND SERVICE

Quality customer service is equally important to the MVA’s internal and external customers. A basic premise of the MVA’s service is that citizens support the MVA by voluntarily paying fees and complying with motor vehicle laws. The MVA has to create an atmosphere to make those interactions as smooth and convenient as possible.

- Provide customer-friendly service
- Reduce MVA transaction and wait times
- Assure the appropriate revenue collection
- Protect consumer interests through effective regulation
- Increase service delivery access points
- Partner with outside agencies/businesses and internal units to develop statewide seamless customer service delivery
- Assure the databases provide accurate, timely data

OPERATING EFFICIENCY

Quality improvement is a continuous process. The MVA constantly strives to identify and improve the efficient and effective delivery of services.

- Simplify processes to provide the most efficient workflow
- Contain operating costs
- Seek opportunities for public-private partnerships, outsourcing, and privatization
- Improve information technology infrastructure
- Decrease transaction processing error rates

EMPLOYEE ENRICHMENT

The MVA’s long-term success is directly related to the ability to attract and retain talented, capable, and dedicated employees. Without these knowledgeable professionals, all other goals would be unachievable.

- Encourage quality job performance
- Attract, hire, and retain quality employees
- Enhance job satisfaction
- Create and develop a workforce that recognizes and respects the diversity of employees and customers

ENVIRONMENT

The Vehicle Emissions Inspection Program (VEIP) contributes to the State's ability to meet Federal clean air standards by identifying gross polluters and encouraging vehicle maintenance.

- Reduce vehicle emissions, in conjunction with other programs, by providing timely vehicle testing services
- Partner with organizations to develop specially designed license plates to preserve and protect the environment

OUR STATEMENT OF VALUES

Diversity/Respect

We acknowledge and respect the rights and dignity of each other and our customers. We will avoid offensive language or other actions that degrade, harass, or belittle another person because we honor diversity as an asset.

Teamwork/Recognition

We will support one another as individuals and as teams to identify and resolve problems and recognize each other's contributions and suggestions.

Integrity/Fairness

We will work with our customers not to aggravate but to resolve situations and when necessary, provide individualized attention to each customer. We will treat one another and our customers in the same manner.

Open Communication/Efficiency

We will promote and encourage open communication without fear of retaliation and create an environment of opportunities for continuous improvement.

Knowledge

We will work to create an environment that ensures that we are all well trained and knowledgeable.

Accountability

We will be accountable for our actions and not make allowances or show favoritism for the actions of one employee over another. We will resolve conflicts or misunderstandings in an appropriate environment and not in front of other employees or customers.

Safety

We will promote and provide timely and appropriate driver education and vehicle safety compliance information. We care about the safety of everyone – drivers and non-drivers – because we and our families live and work in Maryland too.

Service

We will continuously deliver quality service because we believe that customer satisfaction and our relationships with customers are of fundamental importance. We will treat each other as customers.

a.3. The MVA's staff consists of approximately 1,700 permanent employees and 300-400 contractual, part-time, and on-call employees. Educational levels essentially range from high school to doctorate degrees. Additionally, the MVA's diverse workforce has a majority of women, and almost 1/3 of its staff is African- American and a smaller percentage Hispanic and Asian/Pacific Islander.

a.4. The MVA invests in information technology to fulfill its core mission and to attain the goals listed in its Key Performance areas. As a result, the MVA is responsible for the guardianship and maintenance of one of the largest databases in the State of Maryland. Service is provided through a public-private partnership network of: 25 MVA branch offices strategically located statewide, kiosks and 12 County Treasurer offices (vehicle registration renewal services), 60 licensed title service agencies, 19 vehicle emissions inspection stations, 15 motorcycle safety training centers, 400 + Electronic Registration and Titling System (ERTS) participants, and 1 mobile service center. This network of service providers is conveniently located throughout the State to enhance customer service.

a.5. The MVA is, by Maryland law, a regulatory agency. The Maryland General Assembly annually promulgates clarifications and supplements to existing Agency regulations that affect all aspects of the MVA's operations. Additionally, the MVA must abide by federal regulations such as ADA infrastructure compliance to provide reasonable accommodations and accessibility to internal and external customers. The MVA must also abide by OSHA guidelines (as well as MOSHA guidelines)

regarding worker safety, indoor air quality and lighting, lead and asbestos abatement during infrastructure renovations, ergonomic work stations, etc. Other regulations include the federal EPA guidelines and the Maryland Department of the Environment guidelines for hazardous waste generation, underground storage tanks, etc. Further, the MVA is audited in such areas as accounting and procurement. These audits may be directed and conducted by legislative direction, by the Maryland Department of Transportation (MDOT) or by internal direction.

The MVA is an active participant and leader in such National organizations as the AAMVA (Association of American Motor Vehicle Administrators) and the AASHTO (American Association of State Highway Transportation Officials). These two organizations administer compacts or agreements between states for the good of each participatory state. The AAMVA administers and the MVA executes one program of note, the IRP or International Registration Plan. This plan is a compact of Canadian provinces and American states for the international regulation of commercial vehicle registrations. Additionally, the MVA administers the statewide Vehicle Emissions Inspection Program (VEIP). Vehicle emission guidelines are established by the federal Environmental Protection Agency and Maryland Department of the Environment. Failure to meet air quality emissions standards could result in loss of key federal funding for the State.

b. Organizational Relationships

b.1. & b.2. Key customer groups include any Maryland citizen having issues related to driver licensing and those legally able to buy, register and title a vehicle or motorcycle in the State. Their customer requirements are for the MVA to provide an efficient, cost effective service with minimal waiting time and inconvenience. The MVA has changed with the needs of its customers by investing in electronic communication to maximize customer access (web-based information and forms downloading). Key suppliers include State Use Industries for vehicle tags and stickers, and contractors such as Polaroid and COMPAQ that provide driver licensing software and equipment. Other key suppliers include consultants such as RESI (Regional Economic Studies Institute); Morgan State University that perform independent analysis and evaluation of MVA's programs and services; and DesignHouse, a consultant that does targeted market research and performs design services for MVA forms, brochures, etc. The MVA has a key partnering relationship with the insurance industry to constantly communicate insurance changes to one another.

P.2. Organizational Challenges

a. Competitive Environment

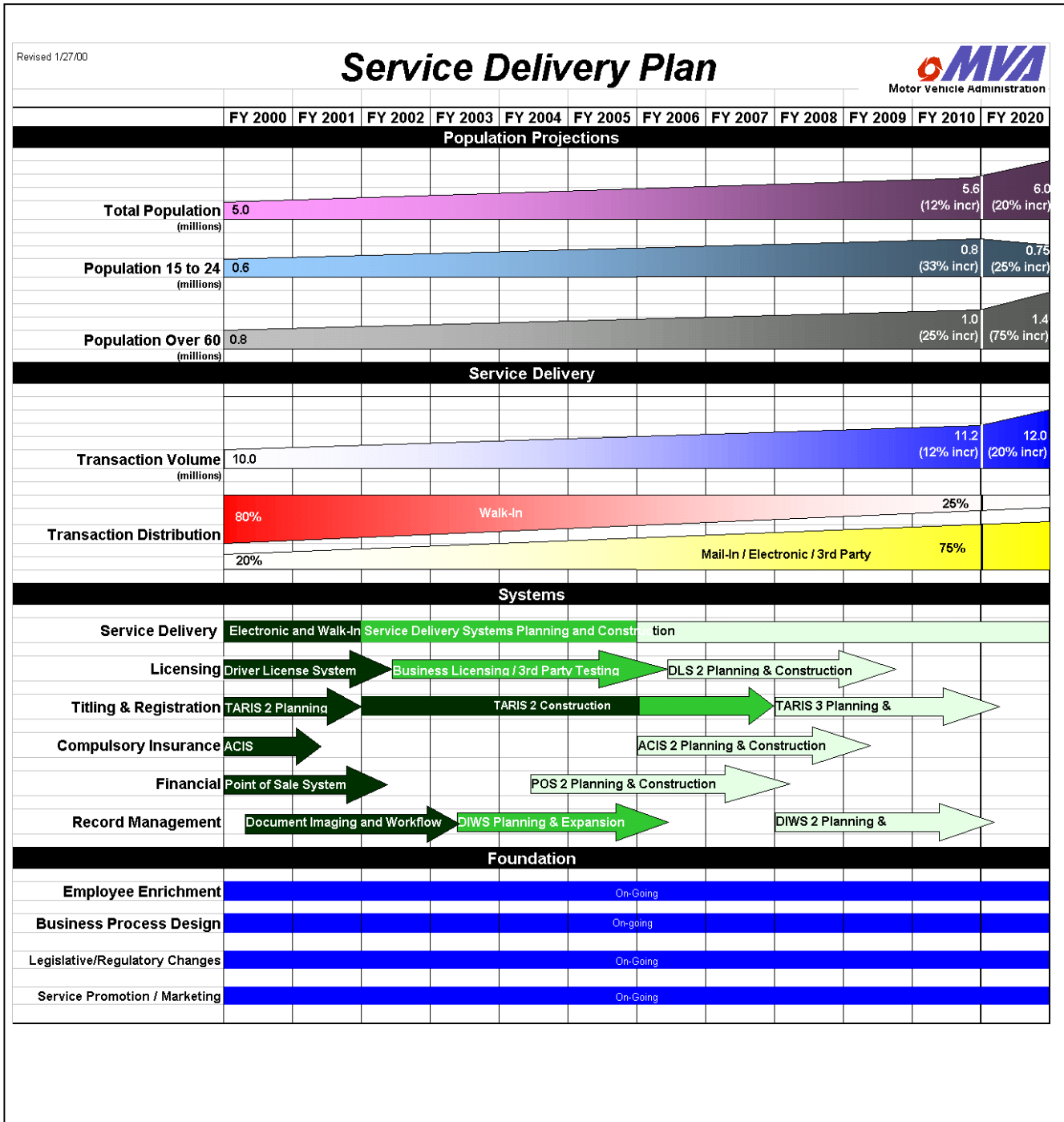
a.1. & a.2. The MVA is a State regulatory agency and as such, is the sole provider of certain documents and services within the State. Currently, Maryland has three (3) private contractors that provide electronic titling and registration services in designated vehicle dealerships within the State. In a sense, these private contractors "compete" with the MVA for customer services. Ultimately, though, the MVA is responsible for quality control and review of all contractor transactions.

b. Strategic Challenges

• Developing human resources to operate with new IT systems
• A legislative goal to achieve a 30 minute visit time
• Legislation requiring all Maryland state agencies to offer public information and services over the Internet (50% by calendar year 2002, 65% by calendar year 2003, 80% by calendar year 2004)
• Security of data accessibility
• Continuing to promote driver safety in a world of an increasing population, aggressive driving, and funding constraints.

c. Performance Improvement System

The MVA continuously tracks performance of each branch office to determine the progress each branch is making toward meeting the Strategic Plan's Key Performance Areas. (See Category 7.4, Exhibits 7-18 and 7-19) Monthly, quarterly and yearly data are collected and compared to set targets. Senior leadership routinely meet to discuss the results of the reports and plan methods to sustain or improve the organization's performance. The Service Delivery Plan below is the MVA's guideline for the future.



CATEGORY 1: LEADERSHIP

1.1 Organizational Leadership

1.1(a)1 How do senior leaders set and deploy organizational values, short- and longer-term directions, ...?

The MVA's Organizational Values were stated in the Organizational Profile. These values were determined using the "MFR" planning process. The MVA Administrator and the MVA Planning Team, comprised of the Chief Deputy Administrator and the 5 directors, conducted an internal/external assessment with input from various levels of the agency, as well as external customers and stakeholders. As a result, the Administrator and the Planning Team defined the MVA's mission based on external factors and internal capacities that were revealed in the internal/external assessment. The Administrator and the Planning Team then established the MVA's Key Performance Areas based on the internal/external assessment. Thereafter, the Administrator and the Planning Team clearly communicated the MVA's Mission, Vision, and Key Performance Areas to every level of the organization through a variety of media and methods. Communication examples include the publication of the Strategic Plan book to every MVA employee and inclusion of the Strategic Plan on the MVA Intranet. Additionally, the Values articulated in the Strategic Plan are reinforced in the quarterly MVA newsletter ("The Vehicle"), in training programs, meetings, reports, plans, and face-to face interactions such as the MVA Administrator's "brown bag" lunches with employees.

Program managers and the MVA Planning Team establish program goals that are consistent with the MVA's Strategic Plan (mission, vision, Key Performance Areas). The program goals are also based on the internal/external assessment including a consideration of resources that are needed for achievement. Program managers and the MVA Planning Team define and develop measurable program objectives that support the MVA wide and program goals; they develop action plans to support the program mission and goals, and identify resources needed to accomplish the objectives. However, these program objectives and plans are only "tentative" until front-line employees provide input into the implementation. Feedback and roll-up begin here. Within each program, plans are submitted to the next higher management level for review and coordination. Revisions and modifications are made by the Administrator and the Planning Team based on coordinating program plans, combining resources, etc. The entire MVA then implements the results-oriented plan and uses a tracking and monitoring system to measure progress. Plans and performance are regularly evaluated and revised through the use of performance measures (See Category 7.4, Exhibit 7-19).

Additionally, balance among external customers and stakeholders is achieved via communication with law enforcement, state legislators, various industries and organizations. In order to formally establish and maintain such communication, and to improve the quality of service "from the citizen/customer point of view", a volunteer Citizen Advisory Board (CAB) was established in April of 1998.

1.1(a)2. How do senior leaders create an environment for empowerment, innovation, organizational agility...?

MVA Executives, managers, and front-line employees are encouraged to participate in personal and professional development and training. For example, the MVA has instituted a statewide "Management Certification Program". This program has three (3) levels of certification ranging from front line supervisors at Level I, midlevel managers such as Branch office and Division managers at Level II, and executive leadership at Level III. Additionally, the MVA along with other state organizations allows tuition reimbursement for college level courses within the Maryland State University system.

Further, increased emphasis has been placed on employee empowerment. Customer Service Representatives are trained and empowered to resolve customer service complaints and problems at their level. Initiatives such as formation of a Diversity Council, use of procurement charge cards, Rewarding Ideas Program and the Competitive Re-engineering Initiative have also encouraged

empowerment. The Competitive Reengineering Initiative was piloted at the Customer Service Center in Cumberland. The eleven employees participating in this program were selected by their peers. They have met with consultants and developed their own plan and vision for the Customer Service Center. The plan, accepted by the MVA Administrator in October 2000, established requirements, standards, and control measures for performance of the Center.

Employee evaluations not only provide an opportunity for establishing and monitoring individual goals and objectives, but they also delineate how an employee contributes to the Division or Agency goals.

1.1(b)1. How do senior leaders review organizational performance and capabilities to assess organizational ...?

The MVA Administrator formally meets with senior leadership (the five Directors and Deputy Administrator) once every two weeks and informally as necessary. Meeting participants discuss key metrics (agency operating efficiency) by reviewing, as appropriate, Branch office reports, Customer Traffic Management (CTM) reports, project review/status, critical personnel vacancies, budgeting issues, etc. Legislative issues are also discussed as well as attainment of short and long term goals. Directors meet with Managers on a routine basis (bi-weekly/monthly) to discuss appropriate topics that were broached in the senior leadership meeting as well as other topics relevant to the Managers.

Key performance areas that are routinely monitored include real time customer service in all Branches through the CTM or Customer Traffic Management system. CTM measures customer wait time and transaction time, Branch productivity, etc. It is available on the MVA Intranet. Monthly, quarterly (see Category 7.1, Exhibit 7.7) and annual performance statistics are also available for senior leadership review.

1.1(b)2. How are organizational review findings translated into priorities for improvement and opportunities for ...?

The MVA uses organizational review findings as a basis for operational improvements to its core business and support functions. The MFR model provides the framework for the MVA to plan and budget for service delivery and support process improvements. Projects are reviewed using 13- point criteria. Major projects that require long term planning and budgeting are submitted and prioritized through the CTP (Consolidated Transportation Program) or CTIPP (Consolidated Transportation Information Processing Program). Cross-functional Project Review Teams and Steering Committees ensure organizational alignment.

Past organizational reviews have indicated consistent areas of customer dissatisfaction such as long waiting times. In response, priority improvements to the MVA's core business systems (driver licensing, vehicle registration, and titling) have taken place or are in the design phase of implementation. These improvements include design of a new Driver Licensing System/Point of Sale (DLS/POS) system and upgrade of the current Titling and Registration Information System (TARIS). The point of sale feature in the new driver license system is the platform for the eventual "one-stop shop" concept of service delivery. Each Customer Service Representative will be able to provide driver licensing service and all vehicle-related services from one workstation.

1.1(b)3 How do senior leaders use organizational performance review findings to improve both their own ...?

Senior leader performance is evaluated by the MVA Administrator. All senior leaders in the organization are in the "Executive Service" of the Maryland State government and serve at the pleasure of the State administration. Additionally, the senior leadership is evaluated annually when the MVA provides to the legislature an external performance measures report as part of the annual MFR process.

1.2 Public Responsibility and Citizenship

1.2(a)1. How do you address the impacts on society of your products, services, and operations?

The MVA impacts every Maryland citizen, especially those old enough to drive or buy a vehicle. Further, the MVA has a responsibility to the public for Driver Safety and the Environment, both Key Performance Areas. The following are a few examples of how the MVA proactively addresses safety concerns & issues:

<ul style="list-style-type: none"> Standardized Driver Education curricula throughout the State and licensed Driver Education Schools
<ul style="list-style-type: none"> Driver Safety Screening Tests
<ul style="list-style-type: none"> Presentations of MVA programs, as well as interaction with organizations throughout the community, in order to enhance communications, education and understanding: PTA groups; Mothers Against Drunk Drivers (MADD); Civic Organizations; State Board of Elections (SBE); Chambers of Commerce; and Business Advisory Boards
<ul style="list-style-type: none"> Driver Safety Team – A cross functional team to discuss or recommend promulgation of new safety related policies & procedures and proposals to modify legislation for Commercial Driver’s Licenses, drunk driving legislation, driver improvement programs, etc.
<ul style="list-style-type: none"> The MD Research Consortium (MRC) – Begun and chaired by Dr. Robert Raleigh of the MVA, Chief of the Medical Advisory Board. The goal of the MRC is Safe Mobility for Life. The MRC focuses on the growing difficulties of the older driver. Four key aspects are: 1) identification and assessment of the impaired driver; 2) remediation and counseling for those with impaired functional capabilities; 3) mobility alternatives for those who have reduced or eliminated driving; and 4) public health education of the citizenry on elder driving issues. The following brochures have been developed and distributed nationwide: The Guide For Drivers over 55; Is It Time To Stop Driving? A guide for caregivers of people with Alzheimer’s and related disorders.

The MVA maintains one of the largest databases in the State and is responsible for guarding the privacy of its information. The MVA supports the Driver Privacy Protection Act (DPPA), which prohibits disclosure (except under stringent circumstances) of MVA records containing personal information.

The Environment is a Key Performance Area. The MVA administers the Vehicle Emission Inspection Program (VEIP) (See Category 7.4, Exhibit 7-17) to promote a cleaner, safer air environment for its citizens. The Environmental Protection Agency and the Maryland Department of the Environment provide guidelines and regulations regarding emission inspection standards.

1.2(a)2. How do you anticipate public concerns with current and future products, services, and operations? ...

Data collection sources and customer comments, feedback and requirements are discussed in Category 3.1(a)2 and 3.1(a)3. Examples of data collection sources include customers, citizen focus groups, stakeholders, consultants and special interest groups like the American Association of Motor Vehicle Administrators (AAMVA), law enforcement, etc. Data gathered is used to determine current and future needs and requirements. An example of a change the MVA implemented as a result of public concern is the statewide standardization and licensing of privatized driver education schools.

The MVA carefully considers both the public desire and response to change. Under the MVA’s Service Delivery Plan, the organization will transition from an “80/20” transaction service to an “25/75” service in the next 10 years. That is, currently 80% of all MVA’s transactions are considered “walk-in” and 20% are by alternate means such as mail, Internet, kiosk, and telephone. The 10-year goal is to reverse this service delivery and have only 25% of the transactions as “walk-in” and 75% by alternate means.

The MVA employs a systemic approach to legal and ethical issues within the organization. During Employee Orientation, new employees are educated and trained on such issues as Sexual Harassment, Equal Opportunity and Equal Employment Opportunity, Affirmative Action, Workplace Diversity, Driver Safety, Drug Awareness, ADA compliance, and other issues. New employees are also introduced to the MVA Mission, Vision and Statement of Values. Mandatory training for all or most MVA employees includes Sexual Harassment, ADA Compliance, Domestic Violence, Violence in the Workplace, and Customer Service. Supervisors and Managers are also required to undergo Conflict

Resolution training.

Recently, the MVA established a Diversity Coordinator position within the Human Resources Division. The Diversity Coordinator provides training and education on workplace diversity issues. Additionally, the Equal Opportunity (EO) Office administers the Minority Business Enterprise (MBE) program. This program analyzes each MVA procurement specifically for minority business opportunities. Recent legislation increased the minimum MBE participation goal for major procurements from 15% to 25%.

1.2(a)3. How do you accomplish ethical business practices in all stakeholder transactions and interactions?

Ethical business practices in the MVA begins with the Statement of Values. New employees receive education and training on these Values in the Employee Orientation. Current employees are reminded of these values in periodic Department meetings. MVA Values are reinforced daily as the Customer Service Representatives interact with the general public.

MVA suppliers such as contractors are required, in their bid /proposal affidavit, to affirm that they have not been convicted of bribery or attempted bribery; that they have not been convicted of fraud, embezzlement, theft, forgery, etc.; that they have never been debarred from public contracts; that they have not been involved in collusion or price fixing; and that they have a drug and alcohol free workplace. MVA contract administration ensures that vendors comply with these provisions throughout the contract term.

1.2(b)1. How do your organization, your senior leaders, and your employees actively support and strengthen ...?

The MVA has targeted the rookie driver and the elderly driver for special programs and interest. 1.2(a)1 lists some of the activities that the MVA has promoted in educating and supporting these two groups in the community. Other initiatives the MVA has done to pro-actively assist the senior citizen community include:

<ul style="list-style-type: none"> • “MVA’s Mobile Bus Office – In addition to many other locations, the mobile bus brings services to two different senior and assisted living locations on a monthly basis. The average age of these customers is 75.
<ul style="list-style-type: none"> • Vehicle Emissions Inspection Program (VEIP) – MVA will waive emission testing for a vehicle owner(s), 70 years of age, who does not drive beyond 10,000 miles in a two-year period. This is a self-certification and is completed at the time individuals receive their vehicle emission test notice.
<ul style="list-style-type: none"> • Parking Permits/License Plates for Individuals with Disabilities – Upon physician certification, an individual may obtain a handicapped parking permit at no charge or license plates for \$10.00.
<ul style="list-style-type: none"> • Maryland Identification Card – MVA’s identification card is offered free to non-drivers over 65 years of age.
<ul style="list-style-type: none"> • Voter Registration Program – MVA allows Marylanders to register or change address at any MVA facility.

The MVA supports and strengthens key communities through the Citizens Advisory Board; by providing safety seminars and information on the new Graduated Licensing Program and driver education/ training to PTA groups and local schools; and by sponsoring a Business Outreach Fair. The Business Outreach Fair, which began as Minority Business Enterprise project, reaches across all local community businesses.

The Employee Activity Association (EAA) is a voluntary, employee initiated and run organization . The EAA selects a different local or State charity to support each quarter. EAA has raised over \$10,000 in the last year for seven Maryland charities; had luncheons catered by the Agape' House (a charitable resource center and shelter in Southwest Baltimore); sponsored needy school children (with a local Department of Social Services); and sponsored needy families during Christmas (referred by the Salvation Army of Glen Burnie.)

The MVA participates in quarterly Red Cross Blood Drives. It is so successful in fulfilling this need

that the Red Cross periodically asks the MVA to have special blood drives during periods of critical shortages. MVA employees have also participated in Habitat for Humanity for the last five (5) years.

For the last two years, the MVA has hosted an in-school service learning project with Chesapeake Middle School and the Transplant Resource Center. The sixth grade students participate in a poster contest with organ donation as the theme. Winning posters are placed throughout the MVA.

CATEGORY 2: STRATEGIC PLANNING

2.1 Strategy Development

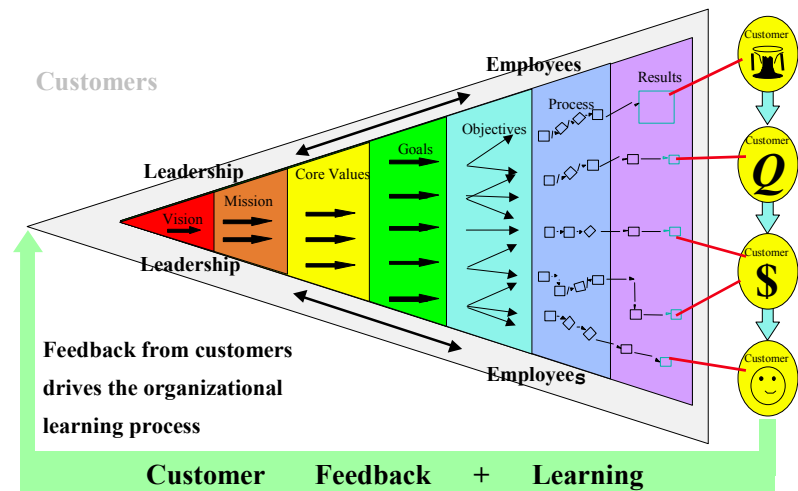
2.1(a)1. What is your overall strategic planning process?

2.1(a)2. How do you ensure that planning addresses the?

The most important part of the MVA's strategic planning process is the cyclical and continuous nature of its philosophy and operation: that input to planning comes from the experience, results and ideas gained from the output of MVA operations. The goal is therefore a continuum or cycle of planning activity that is rooted in real-world, everyday challenges.

The inclusion of the Managing For Results (MFR) initiative as part of the budget process has helped to define MVA's vision and mission; five key performance areas (Driver Safety, Customer Satisfaction & Service, Operating Efficiency, Employee Enrichment, Environment) are emphasized.

Annual MFR measurement criteria have provided a framework for the up-front determination of needs and the eventual evaluation of achievements. Periodically scheduled meetings for both senior management (Administrator, Chief Deputy Administrator and five Directors) and support staffs shape and guide the planning process. The chart to the right displays how the MVA MFR process is a continuum from vision to results and then back again, via feedback and learning.



Key input factors that influence agency goals and objectives include legislative initiatives and mandates, customer feedback and internal improvement strategies. As stated previously, in addition to serving business and government customers, the MVA interacts directly with most of Maryland's adult residents. Overall, there are annually 11 million total transactions and collection of almost \$1 billion in revenue for deposit into Maryland's Transportation Trust Fund. (See Category 7.2 Exhibits 7-12 and 7-13) The Trust Fund was created in 1971 to provide a dedicated fund to support MDOT. All activities of MDOT are supported by the Trust Fund including debt service, maintenance, operations, administration and capital projects.

The MVA recognizes that the requirements to meet customer demand will change continually. This is the guiding strategy of the MVA Business Plan, the second major component of MVA strategic planning. The Business Plan includes:

- A Service Delivery Plan which summarizes Maryland population shifts, and targets product (transaction) delivery modes against the backdrop of systems development and ongoing activities.

<ul style="list-style-type: none"> • A Comprehensive Work Schedule/Capital Transportation Plan (CWS/CTP) which constructs a six-year funding implementation cycle for major projects.
<ul style="list-style-type: none"> • A Consolidated Transportation Information Processing Program (CTIPP) which provides a six-year funding development and maintenance cycle for information technology projects.
<ul style="list-style-type: none"> • A Priority Planning Process to review all projects per agency resources and track them in an inventory.

Note that the MVA's Service Delivery Plan emphasizes the goal of increasing the percentage of customer transactions delivered by alternative service delivery modes such as electronic entry, third-party sales and mail-in. This emphasis is designed to meet the reality that an increase in Maryland's population means an increase in MVA transactions, and, that to be cost-effective, the MVA must maximize planning now to achieve electronic processing for 75% of those transactions a decade from now. Simpler, standard transactions will increasingly be processed without the customer having to visit an MVA office; correspondingly, additional resources can be deployed to accomplish the more complex transactions associated with new and "mature" drivers. This will further require a skilled workforce to ensure the consistency and integrity of the legacy data received from customers and for which the MVA has mandated responsibility.

The Priority Planning process has a more micro role in determining the best use of resources for projects within a particular budget year. The "voting team" of decision-makers is made up of the Administrator, Chief Deputy Administrator and the five Directors. However, through frequent formal and informal meetings, employees at all levels present the detail, benefits and costs of the projects planned. Quarterly meetings and reports relative to the CWS/CTP and CTIPP provide communication and project schedule adjustments to make sure project schedules are updated and realistic. Monthly executive meetings specifically devoted to larger projects (such as the new Driver Licensing System) are routine. The Project Inventory (updated periodically) reflects the components of a "real-time" business planning effort, where project managers, consultants and users are at an intimate level of planning by huddle and consensus.

2.1(b)1. What are your key strategic objectives and your timetable for accomplishing them?

DRIVER SAFETY
<ul style="list-style-type: none"> • Evaluate the effectiveness of the Graduated Licensing Program, by 2003. • Implement a statewide, comprehensive, long-term public information and intervention campaign that addresses responsible driving practices for novice, existing, aging and aggressive drivers, by 2003. • Follow 3,000 drivers over the age of 50 over the next 3 years (a longitudinal study) to determine the validity and predictive value of gross impairment screening tests in relation to crashes and citations, by 2003. • Develop & implement base level education & remedial action for certified driver education schools, by 2002. • Enhance the MVA Motorcycle Safety Program to address increasing demand for rider education, by 2002. • Work closely with the vehicle liability insurance industry to implement insurance compliance programs that effectively identify and eliminate uninsured vehicles from Maryland's highways in 2001. • Bond with neighboring jurisdictions in a campaign against Aggressive Driving (Smooth Operator) in 2001.
CUSTOMER SATISFACTION AND SERVICE
<ul style="list-style-type: none"> • Target specific training for Customer Service Representatives and Driver License Examiners, by 2003. • Implement the new DLS/POS (Driver License System/Point of Sale System), by 2002. • Develop and begin implementation of the "average-walk-in customer-service-in-30-minutes-or-less plan in 2001. • Work closely with the Cumberland Customer Service Center (CSC) to fully implement a successful competitive reengineering program to improve customer service, by 2003.
OPERATING EFFICIENCY
<ul style="list-style-type: none"> • Complete implementation of Insurance Compliance improvements resulting from implementation of ACIS (Automated Compulsory Insurance System), in 2001.

<ul style="list-style-type: none"> Implement DIWS (Document Imaging Workflow System) Phase 1: Driver Control, Administrative Adjudication, Vehicle Services functional areas, by 2002. Continue Web-enabling plan to add MVA services and information over the Internet, through fiscal year 2003.
EMPLOYEE ENRICHMENT
<ul style="list-style-type: none"> Develop and implement Leadership Development Program in 2001. Improve compensation and career ladder opportunities to maintain a professional workforce. (ongoing) Identify and implement specific programs to improve employee job satisfaction. (ongoing) Develop and implement an ongoing training curriculum to ensure employees receive IT (Information Technology) skills and customer service training.
IMPROVING MARYLAND'S ENVIRONMENT
<ul style="list-style-type: none"> Complete implementation of the IM240 emissions testing program in 2001. Administer and work with the Bay Trust to increase Chesapeake Bay Plate sales. (ongoing) Work with the Maryland Agricultural Education Foundation to introduce a successful agricultural tag for Maryland Vehicle owners in 2001.

2.1(b)2. How do your strategic objectives address the challenges identified in response to P. 2 ... ?

The MVA's strategic objectives are in fact formulated by the management and employees directly responsible for the Key Performance Areas. That is, the organization chart mirrors a structure for getting things done and making Performance Area objectives become reality. The needs of major stakeholders are balanced per the priorities of annual planning and budgeting, which permits adjustments in strategic planning, per ongoing impacts. While a "perfect" balance is probably never possible, a flexibility in planning is achieved from the daily lessons and challenges to provide Driver Safety, Customer Satisfaction and Service, Operating Efficiency, Employee Enrichment and Improving Maryland's Environment.

2.2 Strategy Deployment

2.2(a)1. How do you develop and deploy action plans to achieve your key strategic objectives?

Action plans are developed from the overall planning process and resources allocated per management decision, employee input and customer feedback relative to:

<ul style="list-style-type: none"> <i>Service Delivery</i> – Electronic and Walk-In Service Delivery Systems and Construction – the first of these include web-based kiosks, Internet and Telephone Interactive Voice Response for registration renewal.
<ul style="list-style-type: none"> <i>Licensing/Financial</i> – The new Driver License System/Point of Sale System (DLS/POS) replaces an older driver license production system to provide state-of-the-art scanning and security features and customer service enhancement. The point of sale component creates the basis for eventual customer one-stop shopping and universal accounting for all MVA transactions.
<ul style="list-style-type: none"> <i>Titling & Registration</i> – The TARIS 2 (Titling and Registration Intelligence System) application will encompass all vehicle-related products. The MVA is re-engineering the business processes used for titling, lien processing, registration, permits, commercial vehicles, and tag return to better utilize the new technology. The project will allow services to be delivered via Internet, Intranet, Extranet, or traditional service delivery means.
<ul style="list-style-type: none"> <i>Compulsory Insurance</i> – ACIS (Automated Compulsory Insurance System) is a positive reporting program requiring insurers to electronically notify the MVA of insurance cancellations, issuance of new insurance policies and eventual complete automation of insurance verification programs to achieve accurate and timely reporting of uninsured vehicles.
<ul style="list-style-type: none"> <i>Record Management</i> – DIWS (Document Imaging and Workflow System) will provide state-of-the-art technologies to support agency-wide document storage, retrieval, workflow and office automation needs.

2.2(a)2. What are your key short- and longer-term action plans? ...

The vital backdrop to the short and longer-term action plans discussed in 2.1(a)1 and 2 is the fact that to meet future customer service demands will require web-enablement of MVA transactions:

<ul style="list-style-type: none"> • Customer Service Kiosks have replaced the first generation of MVA’s Self Service Terminals. They are ADA compliant and offer two forms of payment – credit card and electronic check. <ul style="list-style-type: none"> - Phase 1 Deployment involved 6 Units, in shopping mall locations and Express branch offices. - Phase 2 Deployment will center on 6 additional units in selected existing branch locations. - Phase 3 Deployment will complete full service branch offices and other commercial locations for the 10 remaining kiosks.
<ul style="list-style-type: none"> • E-Business Platform Redevelopment will expand the menu of MVA services available via the MVA website or web-based kiosk. The current MVA e-business platform offers Vehicle Registration Renewal services.
<ul style="list-style-type: none"> • Driver Records Order will allow the request for certified and non-certified driver records directly from the MVA website or web-based kiosks.
<ul style="list-style-type: none"> • Insurance Certification by Agents will allow certification via web-based business-to-business application.
<ul style="list-style-type: none"> • Specialty Plate Ordering will allow direct customer orders from the MVA website or web-based kiosks.
<ul style="list-style-type: none"> • VEIP 1st Extension will authorize customer requests for initial vehicle emission inspection test extension dates directly from the MVA website or web-based kiosks.
<ul style="list-style-type: none"> • Existing eMVA Product Modules will be reengineered to permit customers to transact Vehicle Registration Renewal and Change of Address via Website/Kiosk /IVR.
<ul style="list-style-type: none"> • Longer-Term eMVA Product Modules will enable customer transactions relative to Lost / Stolen Tags or Licenses Reporting; Duplicate Title; Duplicate Registration; Substitute Plates/Stickers; Duplicate License/ID Card; Driver License Renewal; 3rd Party Provider - Vision Certification for DL Renewal; Business / Salesman / Driver School / Instructor License Renewal; Central Scheduling System (tests, interviews, hearings, classes); and satisfying database action indicators posted from participating government jurisdictions.

2.2(a)3. What are your key human resource plans that derive from your short- and longer-term strategic ...?

Recent planning includes a Front-line Employee Staffing Plan to specifically provide funds to enhance the career path and salary of direct service delivery employees. The plan looks beyond MVA branch personnel and also includes VEIP personnel and Consumer Services investigators, as well as having targeted allocation for training and manager salaries. Specific Employee Enrichment efforts are also envisioned.

The MVA’s current contract with NEC for temporary employees now provides for various training options designed to supplement branch office staffing with competent human resources. The MVA expanded use of On-Call Reserve employees provide another flexible and cost effective response to peak period staffing needs: dramatic decreases in customer visit time throughout the system are in part attributable to these approaches in meeting short and long term strategic objectives and action plans.

2.2(a)4. What are your key performance measures/indicators for tracking progress relative to your action plans?

The most important process for tracking progress are the MFR/Action Plan update sessions of the monthly manager meetings. On an ongoing basis, MVA financial management requires all budget initiatives to be clearly identified and justified in terms of specific link and contribution to MFR and the MVA Strategic Plan. Such accountability applies to all key deployment areas and stakeholders, for small as well as major projects. For example, plans to open a new office might incorporate a staffing strategy that includes prudent budget-driven reassignment of existing employees and use of volunteer staffing by “live-near” workers.

2.2(b)1. What are your performance projections for your key measures/indicators for both your ... ?

Performance projections for MVA short and long term planning use the following time horizons: CTIPP/Capital Program planning = a 6-year cycle; MFR and the Operating Budget = a 2-year State fiscal year purview; Strategic Plan = 3-to-5-year purview; Service Delivery Plan = 10-and 20-year projections. (It should be noted, however, that function-specific subsets of the above (e.g. IT systems planning) are often kept short-leashed to respond to rapid-change environments.) Comparing customer service targets between branch offices is used to determine performance and planning achievement. (See Category 7.1, Exhibit 7-7 and 7-10, and Category 7.2, Exhibit 7-11)

CATEGORY 3: CUSTOMER AND MARKET FOCUS

3.1 Customer and Market Knowledge

3.1(a)1. How do you determine or target customers, customer groups, and/or market segments?

“Customer service and satisfaction” is one of the MVA’s key performance areas. The MVA is mandated by law to provide services to all Maryland citizens and residents. However, the MVA has targeted certain customer segments for special programs and services. These include rookie drivers and elderly drivers.

The MVA focuses heavily on the novice or “Rookie Driver”. Traffic accidents are the number one cause of death among 15-20 year olds and 15% of new drivers have a reportable accident in their first year of driving. Further, though young drivers comprise 7 % of the State’s population, they account for 14% of motor vehicle deaths. The MVA has taken an aggressive role to address this issue. A Graduated Licensing System has been legislatively mandated within Maryland. Additionally, the MVA has mandated a standardized driver education curriculum for Maryland’s licensed driver education schools.

The MVA also focuses on the elderly driver population. Almost 13 % of Maryland’s current population is over 65. By 2025, 1 in 5 Maryland citizens will be over 65 years of age. The MVA is in the forefront of research to develop screening programs for elderly drivers to determine the physical, visual and cognitive functions of the individual and to assist in determining elderly driver capabilities.

3.1(a)2. How do you listen and learn to determine key customer requirements (including product/service features) ...?

3.1(a)3. How do you keep your listening and learning methods current with business needs and directions?

The MVA uses multiple methodologies to continuously gather customer information and data. Internally, the MVA uses customer comment cards, mail surveys, internet communications, telephone surveys via the Customer Service Center, and focus groups such as the Citizens Advisory Board to gather customer data. The MVA’s Operations Research Division conducts a quarterly survey for customer comments. Each customer that enters the branch office on a randomly selected day receives a customer “How Did It Go” comment card. Customers drop completed cards in a designated box upon exiting the building. Customers have an opportunity to not only indicate satisfaction/dissatisfaction with their service, but they can also write comments and desire for a follow-up/personal response.

CUSTOMER SERVICE SURVEY - WRITTEN COMMENT ANALYSIS			
STATEWIDE			
3RD QUARTER, FISCAL YEAR 2001			
Comment Category	Observation	Compliment	Complaint
	0	+	(--)
Amenities	70	2	15
Computer system	0	0	7
Directions & signing	13	0	18
Employee effectiveness	14	266	230
Facility condition	9	11	24
Form design	0	0	6
Hours of operation	43	2	1
Information accuracy	0	0	53
Information availability	8	1	19
Office Location	21	2	0
Operations change suggested	222	0	21
Operations efficiency	5	7	112
Improvement noticed	0	34	0
Other	37	2	18
Customer Service	5	963	12
Staffing adequacy	89	0	301
Transaction incomplete	0	0	32
Visit time	1	14	137
Total	537	1,304	1,006
Total %	19%	46%	35%
Total comments	2,847		
Overall score	298		
Overall score %	10%		
Total survey responses	9,663		
Total survey cards w. comments	2,591		

Externally, the MVA has utilized a consultant (Hollander, Cohen and McBride) to perform targeted market research. An example of their work included VEIP (Vehicle Emission Inspection Program)

marketing to Maryland citizens. Also, the MVA obtains information from the AAMVA's (American Association of Motor Vehicle Administrators) Public Affairs and Consumer Education Committee regarding future customer requirements and subsequent technology trends and products/services. The MVA also uses consultants within the Maryland State University System to elicit current and future customer requirements. RESI (Regional Economic Studies Institute, Towson State University) has performed analysis and evaluation of MVA customer service position reclassifications and has determined business system requirements of the Statewide driver licensing system and vehicle registration and titling system, while Cecil Community College provides neoteric commercial driver licensing training to all MVA examiners.

Senior leadership, Managers, the Division of Customer and Media Relations, and the Division of Operations Research interact closely with legislators and review and evaluate incoming customer service data. Community outreach and feedback through the Citizen Advisory Board and other industry task forces provide a framework for consistent and valuable feedback. Performance data are compared against established standards, and appropriate, corrective action and operational changes occur. An example of an operational change due to changing customer need is the future implementation of a new driver licensing system (DLS/POS). The new system will allow for a "one stop shop" concept for driver's license customers.

3.2 Customer Relationships and Satisfaction

3.2.(a)1. How do you build relationships to acquire and satisfy customers and to increase repeat business and ...?

The MVA strives to provide standardized and consistent operational processes throughout the State. A customer has the same transaction process at the Cumberland branch as at the Salisbury branch on the opposite side of the State. Computerization of the operational process has contributed to the standardization. Customer Service Representative (CSR) training has contributed to the uniformity and has increased Operational Efficiency, a Key Performance Area. CSR training has also contributed to increased Employee Enrichment, another Key Performance Area, and a subsequent percentage of customers rating employee effectiveness over 90%. (See Category 7.1. Exhibit 7-8). Customers have consistently complained about long waiting times at the MVA. As a result, the MVA has a 30-minute goal per customer transaction. The Customer Traffic Management System (CTM) tracks each customer transaction time at every branch Statewide in real time. (See Category 7.1 Exhibit 7-11)

The MVA also strives to build partnerships with various outside agencies, organizations, and stakeholders. All of these institutions can be considered "customers". The MVA has diligently worked to build positive relationships with other special interest groups in the State. Such groups include Mothers Against Drunk Drivers (MADD); Civic Organizations; State Board of Elections (SBE) to improve the election process and Chambers of Commerce. Also, MVA staff have attended PTA meetings throughout the State to provide positive communication and education on the newly implemented Graduated Licensing System for rookie drivers.

Representative Maryland MVA Customer And Stakeholder List	
Internal	MVA mgmt & staff; Branch Offices; Headquarters
Government Agencies	MD Governor; MD Legislature; MD Dept. of Transportation; MD Treasurer; MD Comptroller; Board of Public Works; Federal Govt. Highway/Driver Safety; MD State Police; MD Dept. of the Environment; MD Courts; MD Office of Administrative Hearings; other MD State Agencies; MD local governments; Federal Govt.; U.S. Post Office; Other Law Enforcement Jurisdictions
Public	AAMVA; Attorneys; Information Users; IRP (trucking industry); Media; Medical-related service providers; Non-drivers (MD ID's); Schools/ Colleges; Special Interest Groups; Vehicle Drivers Licensed; Vehicle Drivers Unlicensed; Vehicle Owners

Private Industry	Auto Clubs; Automotive Dismantlers & Recyclers; Financial Institutions; Insurance Companies; Medical-related service providers; Private investigators; Program Providers (Alcohol Ed., Driver Improvement Point System, 3 HR Alcohol/Drug); Professional Driving Schools; Rental/leasing companies; Scrap Processors; Telephone companies; Third party vendors; Title Service Agents; Transporters; Vehicle dealers; Vehicle Manufacturers/Distributors
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3.2(a)2 How do you determine key customer contact requirements and how do they vary for differing modes ...?

The Customer Service Center (CSC) in Cumberland is MVA's first line of timely, accurate information that instate customers access via a toll free telephone number. Opened in 1988 and located within a full-service branch office, this dedicated unit continuously provides the right information, the first time requested. It handles an average of 6,500 calls daily (Monday through Friday) and an average of 1,400 calls on Saturday. (Annual call volume is over 1.8 million). A 10 % abandoned call rate has been established for the CSC. (See Category 7.1, Exhibit 7-6) Additionally, Fax on Demand now provides 24-hour customer access to the most frequently requested MVA forms and instructions. The MVA web page on the Internet (www.marylandmva.com) provides another medium for obtaining information, as well as for responding to customer inquiries. (See 2.2(a)2 which identifies future access channels and platforms.)

3.2(a)3. What is your complaint management process?

3.2(a)4. How do you keep your approaches to building relationships and providing customer access current ...?

Two departments within the MVA specialize in handling customer comments and complaints. The Operations Research Division measures customer comments, complaints, and responses. The Customer and Media Relations Division provides resolution to specific customer complaints. Both offices communicate information and data to each other so that the organization can compile and maintain a comprehensive set of data indices. Operations Research provides monthly, quarterly and annual statistics while Customer and Media Relations compiles a monthly "Manager's Correspondence Report". This report tracks response to the various customer requests, inquiries, complaints, or compliments received by each branch.

The complaint process is designed so that complaints can be resolved at the lowest level and in a manner that is convenient and close to the customer. The complaint escalation process is as follows:

Customer ⇒ Customer Complaint ⇒ Customer Service Rep ⇒ Immediate Supervisor or Manager ⇒ Branch Manager or Department Head ⇒ Customer & Media Relations Ombudsman

The Customer and Media Relations Ombudsman has the authority to override the decisions of others in the complaint process. This position is the final authority in the complaint resolution process.

Examples of long term service delivery modifications as a result of customer complaints are the recent opening of the Westminster full service branch office to better serve the population north of Baltimore; and the future expansion of the Loveville office to better serve the citizens in southern Maryland.

3.2(b)1. How do you determine customer satisfaction and dissatisfaction and use this information for improvement?

As previously mentioned, the MVA continuously gathers customer opinion data using multiple approaches and focus groups like the Citizen's Advisory Board. Opinions and comments are gathered from all customer segments including users of full service branches, express offices, vehicle emission inspection offices, all driver ages, etc. Additionally, several external sources provide data on customer satisfaction and opinions, such as the DesignHouse consultant.

One of the MVA's Key Performance Areas is Driver Safety. The MVA, in conjunction with law enforcement agencies, the District of Columbia and State of Virginia, launched a "Smooth Operator" Program in 2000. Riter Research, an external consultant, and other Maryland resources have provided limited, favorable data to date on the efficacy, public acceptance and satisfaction with this program.

3.2(b)2. How do you follow-up with customers on products/services and transactions to receive prompt and ...?

As a result of the MVA adopting Managing for Results, even the lowest level customer-contact employee (generally the Customer Service Representative) is trained and empowered to promptly resolve a customer problem or complaint. If follow-up is necessary or requested by the customer, the MVA's Customer and Media Relations Ombudsman is contacted and does proactive follow-up. Additionally, 3.1(a)3 above describes how the Division of Operations Research performs follow-up data collection on randomly selected branch offices.

3.2(b)3. How do you obtain and use information on your customers' satisfaction relative to customers' ...?

Customers have the choice of how, when and where to interact with the MVA depending on the nature of the their business. They may choose to use a full service branch office versus an express office for a driver license renewal. Competition does exist, in a sense, between the MVA's statewide offices to produce the most efficient and customer friendly office. Regional and Branch Managers are kept aware of customer service levels, wait times, and office efficiency levels per branch.

3.2b(4). How do you keep your approaches to determining satisfaction current with business needs and directions?

Two Key Performance Areas for the MVA are "Customer Satisfaction and Service" and "Operating Efficiency". These items are correlated to each other. (See Category 7.1, Exhibit 7-7) Operating Efficiency is essentially measured by transactions/employee. A correlation analysis reveals that 77% of customer satisfaction is linked to office visit time. Customer Service, then, is measured by: Average Visit Time; Customer Satisfaction; Employee Helpfulness and Facility Appearance.

The Operations Research Division compiles statistical data regarding customer satisfaction and publishes the Branch Office Quarterly Report. Senior leadership, Regional and Branch Managers, and Department Heads, as appropriate, receive these reports. Results are analyzed at various levels, and action plans are devised and implemented to improve service delivery.

The Operations Research Division receives feedback from senior leadership regarding other customer service indices selected for measurement. For example, customers who used the newly installed Telephone Registration Renewal System were surveyed from October 2000 through February 2001 for customer satisfaction and ease of usage. Additionally, the AAMVA's office of Public Affairs and Consumer Education Committee provides information on consumer and business trends that are helpful in determining future approaches to changing MVA consumer requirements.

Category 4 – INFORMATION AND ANALYSIS

4.1 – Measurement and Analysis of Organizational Performance

4.1(a)1. How do you gather and integrate data and information from all sources to support daily operations ...?

4.1(a)2. How do you select and align measures/indicators for tracking daily operations and overall...?

The Operations Research Division provides MVA management with Quarterly Branch Office Performance Reports (See Category 7.1, Exhibit 7-7) that include detailed data and analysis on customer service metrics, customer transaction activity, and customer traffic management. The Performance Reports serve as a report card on each office for the following metric categories: customer visit time, office productivity, customer satisfaction, employee helpfulness, employee retention, and facility appearance. These factors are weighted by management priority to achieve average weighted performance and then converted to a 5 (highest) to 1 (lowest) ranking. The information obtained is used to identify and help justify resource allocations, specific office budget requests, employee evaluation and recognition results and training needs, as well as to provide input to five of MVA's formal MFR performance measures.

In a more macro, collective usage, individual office performance is weighted by transaction volume (% of

business) to arrive at a statewide average. On a quarterly basis, offices are ranked by performance, (See Category 7.1, Exhibit 7-7) with special recognition given to the top 3 performing offices overall, and the top performing offices per size grouping. For example, in 1999, after achieving a top ranking of **5** for **4** consecutive quarters, the Columbia office was nominated for the Governor’s Exceptional Employees Achievement Award.

The following table summarizes some of the Key Performance Indicators and their sources. This data is compiled and distributed monthly, as well as posted to MVA’s Intranet website. Importantly, significant fluctuations in these data continually occasion discussion and follow-up action:

Types of Information	Primary Sources of Information
Law tests given	Driver’s Licensing Reports
Vision tests given	Monthly Revenue Statements
New and Renewal photo-licenses; Photo I.D. cards	FMIS
Photo-license duplications and corrections	FMIS
New titles and New registrations	Titling and Registration Information System (TARIS)
Registration renewals	TARIS
Tag returns	Monthly Revenue Statements
Emissions Test data	Vehicle Emissions Inspection Program
New – Professional licenses	Business Licensing & Consumer Services
Renewal – Professional licenses	Monthly Revenue Statements
Customer comments	Customer interviews, customer surveys

In addition, each full service office is equipped with a Customer Traffic Management (CTM) system which tracks customer arrivals, wait and service times, counter productivity, current wait time, and expected wait time. Expected office wait time is also now available on the Internet to afford savvy customers the opportunity to see in advance their planned visit’s current wait time.

As part of MVA’s Managing for Results (MFR) initiative, each business unit is required to submit four performance goals each year. These goals then form a basis for periodic assessments by senior management; they also provide input for individual employee performance evaluations.

Detailed (100 question) employee surveys have also been conducted at 10 branch offices to identify areas of opportunity within the ranks to improve employee satisfaction and morale; policy and procedures; transaction processing and customer service satisfaction. These surveys will soon be expanded to all branch offices. A condensed employee survey (See Category 7.3, Exhibit 7-16) is now available annually via the Intranet. Data from these surveys form the basis for yet another of MVA’s MFR performance measures.

4.1(a)3. How do you select and ensure the effective use of key comparative data and information?

For the Vehicle Emission Inspection Program, BGE and Verizon standards were used when the abandoned call rate for the VEIP Call center was set at 3%. A standard for returning a customer’s call within four hours (95% are returned in less than two hours) was also established.

Another important use of comparative data is in the Business Licensing and Consumer Services area. Several reports are periodically produced which focus on how well MVA does business with vehicle dealerships; i.e., measurements such as dealer compliance with various laws, dealer suspensions/loss of license to operate in Maryland, etc. MVA uses such information not only to fulfill MVA’s regulatory mandate, but also to justify recommended changes in current laws.

4.1(a)4. How do you keep your performance measurement system current with business needs and directions?

MVA's Strategic Plan and direction is focused into five Key Performance Areas (KPA's), each of which strategically support MVA's Mission and Vision. Our performance measures are directly linked to goals and objectives supporting each of these KPA's. The annual Managing for Results (MFR) budget submission is a reporting-out of our progress in meeting our strategic milestones.

For example, one of our major objectives is to evolve walk-in transactions into electronic transactions over a ten year period of time. However, analysis of business trends and customer demand in the DC metropolitan area has already revealed that electronic processing alone will not satisfy the ever-increasing demand for service in that area. With our focus on this reality, we were able to obtain General Assembly support for an additional office in the Silver Spring/Rockville area and thereby shift MFR emphasis to the bottomline of funds allocation and an action plan for site acquisition and office construction.

4.1(b)1. What analyses do you perform to support your senior leaders' organizational performance review and ...?

From an employee perspective, a section of the Employee Survey is devoted to measuring how well management communicates relevant information to the employees. On the business side, The Managing for Results performance measurements provide the major analysis of organizational performance. Using data collected through our various systems, MVA utilizes sophisticated forecasting methodologies to predict future customer and operations needs based on current and historical demand.

4.1(b)2. How do you communicate the results of organizational-level analysis to work group and/or functional ...?

The Quarterly Branch Office Performance Report is given to each Director and office manager. Detailed operational analysis is provided for each office, with special situations, both positive and negative, highlighted. An analysis of comments received via the Customer Survey is distributed to each Regional Director for their review and comment/corrective action.

Minutes from all levels of management meetings are distributed on a weekly basis to managers and then down to the employee level via e-mail. Additional information is available on MVA websites.

Managing for Results training is included in each new employee orientation, and is also given in intensified version as part of MVA's Manager Certification Program. Individual presentations are made to each business unit to ensure that employees are familiar with MVA's strategic plan, mission and vision, and have a clear sense of where they contribute to its achievement.

The Administrator regularly holds informal "brown bag lunch" sessions with employees in their workplace settings as a means of informal, realistic, two-way communication.

4.1(b)3. How do you align the results of organizational-level analysis with your key business results, strategic ...?

As often stated, every business unit within the organization has goals and objectives linked to one or more of MVA's Key Performance Areas (KPA). Progress toward these goals is monitored and energized throughout the year, with some special intensity at program performance evaluation time and as the MFR/budget submissions are being prepared. Progress on larger projects is reviewed monthly and quarterly at formal program reviews. As this information is being readied for the MFR submission, additional adjustments are made to either programs and/or the forecasts.

4.2 Information Management

4.2(a)1. How do you make needed data and information available? ...

Benchmarking and the mutual sharing of information with other motor vehicle agencies and service delivery organizations is done in a variety of ways. The creation and distribution of an annual "Transaction Trends" report has been previously discussed. The Association of American Motor Vehicle

Administrators (AAMVA) and the American Association of State Highway and Transportation Officials (AASHTO) further provide the opportunity to share and obtain information with other national agencies.

Hardcopies of the Transaction Trends Report and the Quarterly Branch Office Performance Report are given to Managers and Directors who proactively share them with employees. In Branch Offices, these reports become a centerpiece for staff meetings. This data is also posted to MVA's Data Central website for access by anyone within the organization.

Procurement and Contracts can be cited as an MVA area that has both internal customers (co-workers) and external customers (vendors, contractors, etc.). Vendor communication is accomplished through face to face meetings; vendor outreach events; brochures (e.g., explaining how to do business with MVA); the MVA Bid Hot Line (an automated 24-hour phone site from which vendors can learn about bidding opportunities and download specifications); the Bid Board (which lists current procurement opportunities); e-Maryland Marketplace (a public procurement platform offering vendors the ability to conduct interactive bidding and catalog buying with the State); and the MDOT Internet website. Procurement and Contracts further achieves internal customer communication through "Acquisition Cycle Training" sessions and FMIS (Financial Management Information System) review sessions. This training is conducted with MVA areas that are also involved in the procurement process; e.g. FMIS, Budgeting, Accounts Payable. Internal customers can also access MVA's Intranet Site to find out more about Procurement and Contracts. Electronic posting of bid opportunities and contract awards allows employees to track the progress of outsourcing activity in their particular areas.

4.2.(a)2. How do you ensure data and information integrity, reliability, accuracy, timeliness, security, and ...?

Data and information integrity is assured through the creation of edit criteria based on established business rules. The edit criteria undergo acceptance and reliability tests per the system life cycle development methodology used by MVA's IT development unit. This same methodology also ensures accuracy and reliability as well as the use of a change control process that tracks, monitors and promotes the correct version of the program code into production mode. As for the timeliness of information, personnel are available 7 days a week/24 hours a day to respond to production problems for mission critical systems. The Project Priority Process is used to prioritize upcoming IT projects to ensure timely scheduling and development.

Security and confidentiality of many MVA operations is ensured through software especially designed to prevent unauthorized access to data. Specialized software and hardware are used to build firewalls to prevent unauthorized access. Systems and data are routinely audited by Internal Auditing personnel, MDOT auditors, and Legislative Auditors. In addition, MVA's financial statements are audited annually by an independent CPA firm. Discrepancies are cited, and corrective actions are implemented and monitored for ongoing integrity.

Even customer survey results are closely examined to ensure the integrity and accuracy of the data. The target confidence level and accuracy is normally 90% (+/-5%). Any office failing to achieve that level of accuracy is visited by MVA Operations Research personnel to determine reasons why and to effect corrective action. To ensure the integrity of the survey process itself, unannounced, random, in-person audit surveys are conducted by Operations Research personnel.

As a measure of how well MVA guards its legacy system and survey data integrity, in FY 2001 the MVA successfully passed an Office of Legislative Audit of the MFR performance measures, an audit which encompassed MVA's entire transactional data base. In addition, the University of Baltimore, in their MFR classes on Data Collection and Analysis, Surveying and Focus Groups, and Performance

Measurement now incorporates MVA reports, procedures, and controls into their curriculum.

For transaction data, system generated end-of-day reports are available and used daily. Converting this data into timely management information is ensured by strict reporting deadlines (e.g., monthly Transaction Trend Summaries are due within two weeks of the close of business for the previous month).

4.2(a)3. How do you keep your data and information availability mechanisms current with business needs and ...?

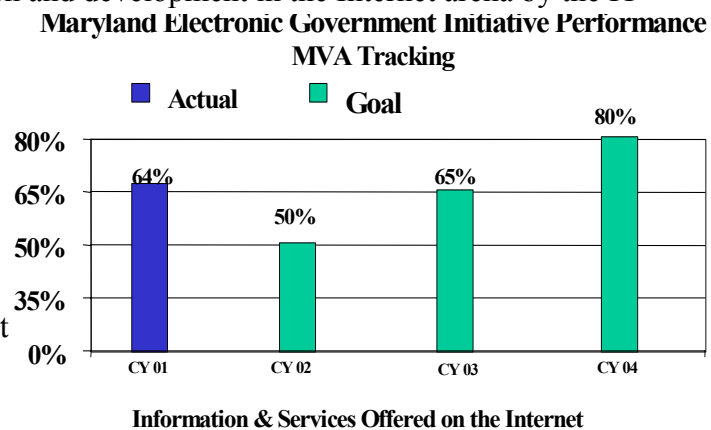
The “Transaction Trends” report, productivity improvement reports and project update reports (Customer Service Improvement Plan, Service Improvement Assessment and Action Plan) are key indicators for evaluating and tracking agency performance. Information in these reports is distributed to executive management for review and employee reevaluation of initiatives. A prioritization process to better manage and apply existing resources has been established to supply an inventory for projects. Major projects in the CTP (Consolidated Transportation Program) and the CTIPP (Consolidated Transportation Information Processing Program) undergo a quarterly review process. This review directly impacts the MVA’s goal to improve statewide efficiency.

4.2(b)1. How do you ensure that hardware and software are reliable and user friendly?

Technical standards have been developed to ensure compliance in purchased hardware and software. ISO 9000 compliance is a requirement of many IT hardware procurements. Standards also apply to in-house software development. MVA training is constantly solicitous of employee user suggestions for improving systems and eliminating vestigial processes which no longer contribute to effective, daily needs. Additionally MVA’s customer transaction equipment (e.g. kiosk, IVR systems) are ADA compatible.

4.2(b)2. How do you keep your software and hardware systems current with business results and directions?

Since MVA's business processes rely heavily on IT for day-to-day operations, hardware and software upgrades are consistently applied and usually provided as part of the procurement process. For example, when the legislation was enacted requiring all Maryland state agencies to offer public information and services over the Internet (50% by calendar year 2002, 65% by calendar year 2003, 80% by calendar year 2004), the eMVA initiative for providing better service to customers was already underway and had prompted additional research and development in the Internet arena by the IT development unit. The development unit searches the marketplace for innovations and improvements. Training programs throughout the MVA are developed with an eye towards awareness of both internal and external customers. Changing legislative requirements also drive the need for being aware of the latest technology offerings. However, the MVA does maintain a general requirement that hardware and software be stable in the marketplace before installation in MVA operations.



Category 5: Human Resources Focus

5.1 Work Systems

5.1(a)1. How do you organize and manage work and jobs to promote cooperation, initiative/innovation, ...?

A primary way in which the MVA promotes cooperation and collaboration, individual initiative, innovation and flexibility is through the successful implementation of its Rewarding Ideas Program.

This Program gives employees the opportunity to propose and develop innovative ideas that can be adopted in specific departments or Administration-wide. Further, the program enhances the employee's confidence level and tangible sense of contribution. Employees are appropriately compensated (through a monetary bonus). A related way of encouraging individual initiative is through a product of the formal performance evaluation. An employee who scores significantly above work system standards is also entitled to a monetary bonus. Importantly, MVA supervisors and managers are increasingly using performance evaluations as a more-than-once-a-year tool to coach and monitor employee work. In the workplace itself, employees are increasingly empowered to make independent decisions relative to their jobs and the overall operations of their work area. A philosophy of emphasizing independent employee decision-making at the point of need has taken hold and employee empowerment has become both a spirit and a reality.

The MVA has also established a Career Development Unit for counseling employees interested in pursuing specific educational goals (degree or non-degree) relative to their MVA career objectives.

5.1(a)2. How do you motivate employees to develop and utilize their full potential?

Similar to availing themselves of Career Development Unit opportunities, all employees are encouraged to participate in the MVA's Tuition Reimbursement Program for formal education related to their MVA careers. This Program pays the employee's tuition and books so long as the employee is able to maintain a "C" or better grade. The program motivates employees to acquire career knowledge and achievement outside the job setting and without having to worry about major costs.

In 1999, the MVA's Employee Advocacy Workgroup under the direction of the Administrator and the MVA Planning Team assisted in developing the MVA's first-ever Statement of Values. The Statement of Values developed through extensive employee discussion meetings is included in the Administration's Strategic Plan and has been further recognized and adopted by the Secretary of MDOT. Moreover, the Statement of Values is regularly discussed in departmental staff meetings.

In October 2000, the MVA kicked-off its first-ever Mentoring Program. The six-month pilot program was created with the intent of providing an intimate learning environment for both the mentor and protégé to gain practical knowledge of the organization and build self-confidence while enhancing job performance. The twenty participants were comprised of MVA employees from the Office of Administrative Services, and the Gaithersburg and Baltimore City offices. The development process involved matching specific protégé needs with specific mentor skills, developing an action plan and then achieving protégé goals within a six-month timeframe. The program is currently being piloted by MDOT Headquarters and has been launched MVA-wide.

Most recently, the MVA developed a Spanish language incentive program. Employees are offered Spanish language training to assist Spanish-speaking customers and are paid an incentive for their interpretive work.

5.1(a)3. How does your employee performance management system, including feedback to employees, ...?

The MVA employee performance management system supports high performance through the formal performance evaluation program. This program offers summary feedback to the employee on performance and objectives for improvement. Managers are expected to hold regular individual meetings with their staff, to exchange information and address concerns that the employees might have. The MVA places strong emphasis on ongoing (as opposed to once-a-year) performance discussions.

The Human Resources Division now conducts monthly site visits to designated branch offices. This

permits one-on-one discussion with employees to address any issues related to personnel matters. Issues such as benefits, grievances, classification, sick leave, vacation leave, etc. are discussed. These visits have been well received by the branches as a means of local contact and rapid response on vital employee concerns.

The MVA's compensation, recognition and related reward/incentive practices reinforce high performance everywhere; elements of recognition include the Rewarding Ideas and Employee of the Month Programs. Perfect attendance recognition is given for employees who do not miss days during the calendar year, and if an employee achieves perfect attendance, payment for up to three unused personal days is awarded to the employee.

The MVA also receives feedback from its employees through the development and promulgation of surveys related to specific issues. These surveys are most often formulated in the Operations Research Division. The surveys provide information on a variety of issues, often related to customer service such as speed of transactions processing and other qualitative indices of customer satisfaction.

5.1(a)4. How do you accomplish effective succession planning for senior leadership and throughout the organization?.

The MVA recognizes that succession planning begins with emphasis on upward mobility for employees throughout the organization. Specifically relative to senior management, the Administration has encouraged lateral moves of managers between various divisions, as a means of broadening organizational experience for future leaders. Community outreach efforts such as speech making and participation in the statewide Citizens Advisory Board expand the public experience of managers and directors. MVA manager participation in internal training such as the Touchstones program of humanities issues discussion; Conflict Resolution sessions for alternative dispute resolution techniques; and MDOT intermodal programs expose senior managers to various purviews of responsibility.

5.1(a)5. How do you identify characteristics and skills needed by potential employees? ...

Effective communication, cooperation and knowledge/skill sharing across work units is particularly emphasized at local staff meetings. Here, managers and employees communicate various issues and concerns as well as plan actions for solutions. MVA encourages team building and offers cross-functional training to employees. Current and potential employees can submit applications to various position interest files within the Transportation Service Human Resource System (TSHRS).

The MVA Office of Administrative Services has a Shadowing Program where employees can learn from their peers new ways and ideas to be successful at their own jobs, via swapping position responsibilities for up to one week per year. The creation of the Diversity Coordinator position and the Diversity Council in 1999 has resulted in diversity training for all MVA employees.

5.1(a)6. How do you identify characteristics and skills needed by potential employees;?

Key performance requirements are initially addressed in a Selection Plan per open position, which is a standard part of the Recruitment Process. In the Plan, the hiring department delineates the preferred knowledge, skills and abilities needed to perform the job.

To assure diversity in the work place, hiring managers are made aware of positions throughout the MVA where employee diversity has traditionally been lacking. This knowledge is given out in training classes (MCPH and EO Office). A list of targeted positions has been given to all managers in the last two years.

Characteristics and skills for employees seeking new positions are often identified in cross-training. For example, in the Office of Administrative Services, mailroom personnel are trained to perform duties in

the Print Shop. Further, telephone personnel are cross-trained to perform mailroom duties.

The MVA has worked hard to ensure that fair workforce practices are inherent in the Administration's career development initiatives. Each career recruitment process is reviewed for adherence to a set selection plan process, and executive service appointments are included in affirmative action goals.

5.2 Employee Education, Training, and Development

5.2(a)1. How do education and training contribute to the achievement of your action plans? ...

The Employee Development and Training (ED&T) Division's role is to provide training and services consistent with the MVA's overall mission and vision. The Division's short-and longer-term goals and objectives are directly tied to the agency's key performance area of Employee Enrichment. Further, for the short-term goals, mandatory training is based on legislative mandates and operational requirements. For example, drug-testing training has recently been included in new employee orientation. For the longer-term goals, the MVA follows the path of its Strategic Plan; this includes management training specifically for the purpose of identifying employee needs.

ED&T conducted its first-ever Leadership/Supervisors Conference in September 2000. This conference was geared to develop future leaders and supervisors and had an agenda which combined group exercises and teamwork scenarios. The MVA anticipates holding this conference on a regular basis. ED&T conducts mandatory Management Certificate Program (MCPI, MCPPII, and MCPPIII) training for managers and supervisors. MCPI enhances the skill and knowledge of front-line supervisors; MCPPII guides future and current middle managers; MCPPIII is specifically for upper management (i.e., administrator, chief deputy administrator, and the five directors). ED&T further offers a Professional Development Seminar where participants explore Administration needs as identified in the planning process. Participants inventory their own skills and talents to determine their degree of proficiency and whether that proficiency is sufficient to satisfy MVA goals and objectives. An array of training options is offered to narrow the ranges between excellent and sub-par job performance.

5.2(a)2. How do you seek and use input from employees and their supervisors/managers on education ... ?

The Training division strives to keep curricula responsive to both current legislative efforts and the results of the MVA needs analyses, to assure training appropriately addresses needed skills. Input is also provided via the findings of customer reactions and comments per surveys and comment cards. Most MVA training now incorporates feedback surveys from attendees. Collectively, this input culminates in guiding the format and structure of training from formal classroom instruction to one-on-one coaching environments.

5.2(a)3. How do you address in your employee education, training, and development your key organizational ... ?

Evaluations of instruction from management by line employees serve as barometers to measure training effectiveness. Such feedback allows ED&T to adjust training appropriately or to replace it in favor of more appropriate offerings. The MVA training further benefits from counterpart organization information exchanges and importantly, from the technology and new systems procured from MVA contractors. The MVA's digital imaging work system and apportioned registration auditing efforts are just two examples where employee training on specific areas afforded the MVA's own internal training the opportunity to learn new methods for operations instruction.

Diversity training, conflict resolution training, management/leadership development and new employee orientation are provided on a monthly basis to attendees statewide. Attendance is monitored, and includes post session feedback on practical usage and results of the training.

5.2(a)4. How do you deliver education and training? Include formal and informal delivery, including mentoring ... ?

Training offerings and choices satisfy specific needs of the individual as well as the Administration. Internal courses are presented statewide and are developed and administered by skilled training staff as well as by employee mentors/trainers. The increasing emphasis is on delivery as close as possible to the work site, and via portable media such as VCR tapes in Training's library.

Supervisors/managers attend Performance Evaluation Training to learn the mechanics of the yearly evaluation process and, more importantly, the value of development and improvement plans for ongoing emphasis on performance evaluation beyond an annual, formal occurrence.

5.2(a)5. How do you reinforce the use of knowledge and skills on the job?

Follow-up sessions - whether formatted as "refresher luncheons" or all-day seminars - are scheduled on an as-needed basis. Employees enjoy the option, as business dictates, to re-attend any ED&T sponsored modules of instruction. It should be noted that major agency training programs have been consolidated in the last two years under the ED&T Division. However, a number of smaller efforts (emphasizing local training) continue to be the responsibility of units outside ED&T. The MVA Training Council functions as a vehicle for open communication and discussion among units responsible for these programs.

5.3 Employee Well-Being and Satisfaction

5.3(a). How do you improve workplace health, safety, and ergonomics? ...

The MVA addresses and improves workplace health, safety and ergonomic factors by addressing reported employee accidents, incidents and complaints to MVA's Risk/Safety Office. These reports are maintained in a database and the information is periodically analyzed to identify problems. Based on the problem identified, preventive/corrective recommendations are made to the Administration on a case-by-case basis. These recommendations can involve new or improved employee training and work procedures, repair or replacement of defective equipment, and maintenance and repair of contributory facilities environments. Additionally, MVA provides security training and techniques to its staff statewide. Part-time City, County and State Police personnel are hired to provide security services. MVA also has a contract with a local security company to provide security services.

The MVA also trains and alerts employees to violence in the workplace issues and policies and has implemented mandatory workshops on domestic violence and violence in the workplace. The MVA has established a Security Committee for the purpose of discussing facility security issues and identifying ways to keep MVA a safe working environment.

Safety and health are also addressed through the Facilities Management & Engineering Unit. This unit is tasked with improving the safety and appearance of all MVA facilities. The Facilities Management staff solicits input from all branch managers and employees on a regular basis by conducting quarterly meetings. These meetings give office managers the opportunity to report on employee concerns and comments as well as discuss ways to better enhance the health, safety and well being of MVA employees and customers. Periodically, the Office of Administrative Services secures services of consultants for the purpose of evaluating and monitoring specific facilities for specific concerns (e.g., air quality).

5.3(b)1. How do you determine the key factors that affect employee well being, satisfaction, and motivation? ...

The MVA believes its overall employee work climate and philosophy is greatly enhanced through the Statement of Values. Employees now also have the opportunity to participate in a formal Telecommuting Program. This gives the employee a chance to work in his/her home while maintaining a more effective and efficient working environment. Flexible working hours and compressed

workweeks are also provided to accommodate employees with children, health issues, etc.

Key factors are determined through recognition programs, special leave for family responsibilities (i.e., new birth, caring for an ill family member, etc.), and telecommuting. Additionally, Training conducts Conflict Resolution training to ensure that disputes are resolved at the lowest possible level. A crisis intervention team is also available and information can be accessed on the Human Resources Intranet webpage.

Human Resources employment representatives are assigned specific offices within a region to assist employees with human resources issues. The employment representatives address any and all concerns of employees within the region. The process further localizes solutions at the point of actual need.

Employees are offered opportunities to participate in various Fairs throughout the year (i.e., wellness fairs, diversity fairs, cultural fairs, health benefit fairs, charity picnics, etc). These events are targeted to employees for delivery of information on specific needs and to address specific issues of interest.

In addition to programs previously mentioned such as compressed work weeks and flextime, the MVA provides a wide range of leave benefit options such as compensatory time in lieu of overtime; family leave and bereavement leave. A computer room dedicated to employee internet use and self-instruction has been established at MVA Headquarters.

5.3(b)3. What formal and/or informal assessment methods and measures do you use to determine employee ...?

The Operations Research Division assesses and determines employee well being, satisfaction and motivation through the distribution of surveys related to employee issues. These issues address areas such as supervision, communication, etc. These surveys also collect information regarding formal grievances and for outcomes.

All MVA employees now have the right to submit anonymous appraisals of supervisors, in addition to comments which are solicited via exit interviews and appraisals from employees leaving the MVA. Research is currently conducted on the categories, specifics and outcomes of grievance cases filed and adjudicated during the last several years, as a means of discovery to improve employee well-being, satisfaction and motivation.

5.3(b)4. How do you relate assessment findings to key business results to identify priorities for improving the ...?

The MVA identifies work environment and employee support climate improvement priorities by conducting exit interviews with employees leaving the Administration. The Administrator also conducts “brown bag lunches” with employees for the purpose of discussing individual employee issues and to gather ideas from employees on how they would recommend improving the workplace. As previously mentioned, the MVA offers an Employee Enrichment Program and a Program Assurance Program.

CATEGORY 6: PROCESS MANAGEMENT

6.1 Product and Service Processes

6.1(a)1. What are your design processes and their related production/delivery systems and processes?

The MVA’s design process is a systemic approach using the Managing for Results model. Continuous Quality Improvement and the Budget process allow the organization to evaluate, redesign and fund processes to help it reach organizational goals and objectives as part of the MVA’s Strategic Plan. The Priority Planning Process offers an assessment approach, followed by either an internal review in the form of a project team or the development of specifications with a consultant. A Request For Proposal (RFP) or Request For Expression of Interest (RFEI) may then be issued.

Each project is initiated with a “Project Action Form” that lists a 13 point criteria and justification. Criteria include: legislative (mandate or threat of legal action); strategic fit; impact analysis; benefit/cost; operating cost savings; on-going cost; cost (one time or start-up); position (human resources) impact; length of time to implement; and funding availability.

6.1(a)2. How do you incorporate changing customer/market requirements into product/service designs and ...?

6.1(a)3. How do you incorporate new technology, including e-technology, into products/services and ...?

Changing customer requirements and technology advancements have led to innovations in the MVA’s service delivery methods. Information and data about the changing requirements are collected from customers and stakeholders. (See 3.2(a)1 for a listing of government agencies, public entities and private industry/organizations that provide input and feedback on MVA services.) Several examples of MVA innovations based on changing consumer requirements include the use of “IVR” or Interactive Voice Registration (a telephone based system of automobile registration renewal); kiosks or ATM-type machines for standard registration renewals; and web based delivery methods for change of address, scheduling driver skills tests, etc. (See 2.2(a)2 and 2.1(b)1 that lists future web-enabled products and strategic objectives respectively.) The initial success of the Maryland kiosks was admittedly limited. Consequently, Maryland discarded the original kiosks and has now implemented a new, more consumer friendly machine.

6.1(a)4. How do your design processes address design quality and cycle time, transfer of learning from past ...?

6.1(a)5. How do you design your production/delivery systems and processes to meet all key operational ...?

The MVA uses cross-functional teams as part of its project review team process. In particular, divisions and departments that use existing systems and the Office of Planning and Finance both participate in the design of new products and services. Other team members are selected from various divisions and types of work including production, operational and support personnel. The need to anticipate and build-in appropriate budget requests is done through the CTP (Consolidated Transportation Program), the CTIPP (Consolidated Transportation Information Processing Program), as well as the Operating Program.

Because the MVA relies heavily on technology to deliver its services, it must have an integrated design process for information technology enhancements and system upgrades. In most cases, the proposed enhancement or system upgrade must be interoperable with existing systems. The organization thus uses a Four Phase Methodology for the logical development of e-technology systems, project management and quality assurance checkpoints. The methodology is separated into the Requirements Phase, Design Phase, Development Phase, and Implementation Phase. Each phase is designed to provide a logical checkpoint for making a “go” or “no go” decision for continuing to the next phase of the project. Decisions regarding operational variables and capabilities are weighed as part of a project’s risk analysis.

Further, the MVA’s Operations Division has a core group that regularly meets to evaluate service delivery options and opportunities for improvement. The MVA’s two major core business systems, the Driver License Production System (DLPS) and the Titling and Registration Information System (TARIS), have both undergone changes and refinements since their installation years ago. Both are currently undergoing major design changes to take advantage of new technology.

6.1(a)6. How do you coordinate and test design production/delivery systems and processes?

Both internal and external project development must use an established system development life cycle approach. This approach includes requirements reviews, design walk-throughs, test plans and acceptance testing approval by the project manager and the operational area end-user. This approach along with monitoring and updating project status identifies potential defects/rework areas before the

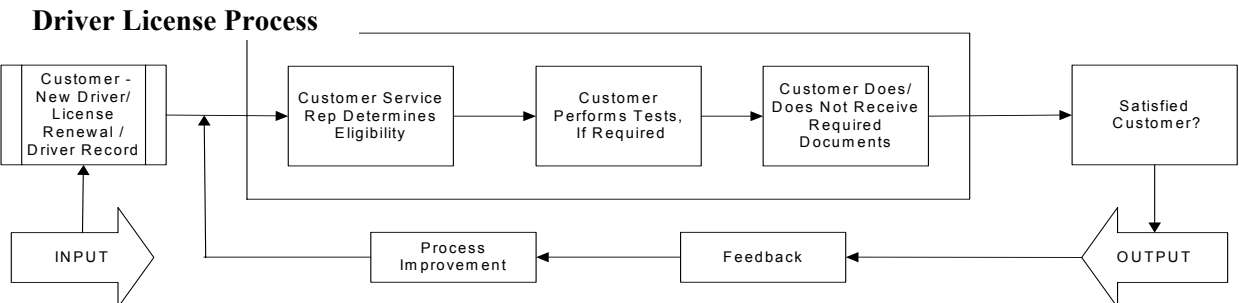
final system/process is released and implemented.

6.1(b)1. What are your key production/delivery processes and their key performance requirements?

6.1(b)2. How does your day-to-day operation of key production/delivery processes ensure meeting ...?

6.1(b)3. What are your key performance measures/indicators used for the control and improvement ...?

As stated previously, the MVA's core business is found in two primary



areas: driver services for the issuance of driver licenses, identification cards and driver records; and vehicle services for the issuance of titles, plates and registration stickers. Other key areas include compulsory insurance, record management and revenue accounting.

Performance measures include a legislative goal of a 30-minute customer transaction time for the core business transactions. Vehicle emission inspections allow a 15 minute customer transaction time per the contract. Further, statistics indicate that only 20% of MVA's customer service is done electronically, while 80% is done as "walk-in" business. The MVA, under its Service Delivery Plan, wants to move to a 25% walk-in business and an 75% electronic transaction. To accomplish this Plan, the MVA is continuously updating and improving its e-technology. The compulsory insurance program is now completely automated; record management is now state-of-the art with imaging and workflow systems to eliminate paper; titling and registration business processes are being re-engineered to allow service delivery via the Internet, Intranet, and Extranet; and an improved driver licensing system is being designed that will allow for state-of-the-art scanning and security features. The Point of Sale component with the new driver licensing system will create the basis for a future one-stop shop and revenue accounting for all MVA transactions.

As discussed in Category 3.2(a)1, the Customer Traffic Management (CTM) system provides "live" key performance measures for customer arrivals, wait and service times, counter productivity, current wait time, and expected wait time. This information allows branch office management to prioritize customer service representative transactions to maximize customer service. The CTM data is available on MVA's Intranet from any location to provide senior leadership with oversight of daily office activity.

6.1(b)4. How do you perform inspections, tests, and process/performance audits to minimize warranty and/or ...?

As noted under item 6.1(a)6 above, a system development life cycle methodology is used for new projects, particularly e-technology system improvements and enhancements. The methodology provides for inspections, testing, etc., and costs are controlled/absorbed accordingly since defects/rework are addressed as part of the methodology.

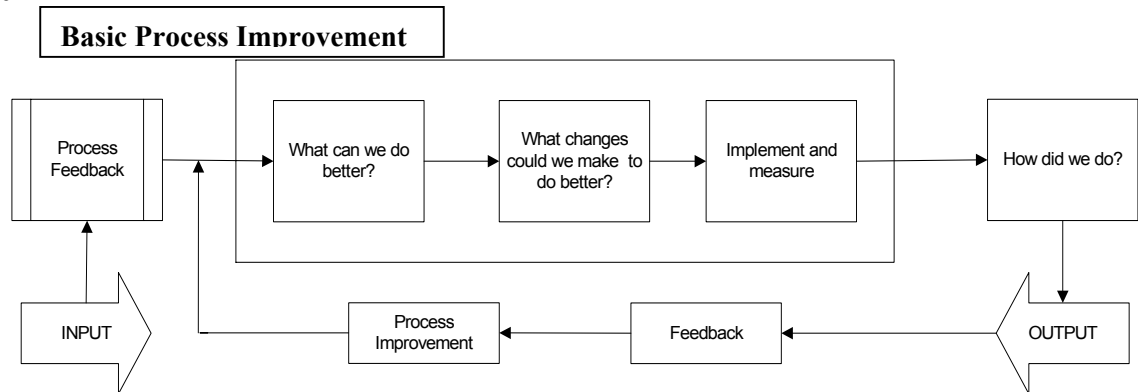
Additionally, the MVA has internal auditors that ensure internal control measures are in place for MVA business processes. These control measures verify a segregation of employee duties and accountability of resources. As a result of auditing, a "fiscal specialist" has been placed in each of the MVA's 5 regions to assess the segregation of employee cash handling duties. External auditors such as legislative auditors, Maryland Department of Transportation auditors, and auditors from Maryland's Department of General Services also perform inspections of MVA processes.

In addition, MVA internal auditors perform risk analysis versus cost effectiveness of MVA processes. These auditors are often a part of the Project Design/Review Team.

6.1(b)5. How do you improve your production/delivery system and processes to achieve better process ...?

Improvements needed to production/delivery systems and processes are identified through both internal and external customer feedback, as depicted in the process flowchart below. Short-term improvements are then shared through training, senior leadership and manager meetings, or throughout the MVA via electronic media such as email or Intranet communication.

Long term improvements are planned, prioritized, and budgeted accordingly. IT projects result in detailed “as is” and “to be” processes.



6.2 Business Processes

6.2(a)1. What are your key business processes for business growth and success?

The MVA’s key business processes are planning, budgeting and establishing partnerships with supplier/vendor firms to maintain our technology infrastructure.

6.2(a)2. How do you determine key business process requirements, incorporating input from customers ...?

6.2(a)3. How do you design these processes to meet all the key requirements?

6.2(a)4. What are your key performance measures/indicators used for the control and improvement of these ...?

The planning process requirements include CTP (Consolidated Transportation Program), CTIPP (Consolidated Transportation Information Processing Program), and human resource training and growth. Budgeting requirements include procurement and accounting. Establishing partnerships involves outsourcing key e-technology initiatives such as the new driver licensing system (DLS/POS), upgrades to the vehicle titling and registration system (TARIS), and automation of the compulsory vehicle insurance program.

Customers and stakeholders provide input to the design of new systems and processes through comments and feedback on present services. (See 6.1(a)1 and 6.1(a)5 for the MVA’s design processes.) Performance measures are determined through a combination of outcome/output metrics and an examination of the efficacy and efficiency of the process. (See Category 7.1, Exhibit 7-7 and Category 7.4, Exhibit 7-19)

6.2(a)5. How do you minimize overall costs associated with inspections, tests, and process/performance audits, ...?

Cost containment is an integral part of any accountable government agency. The operations area of VEIP (Vehicle Emissions Inspection Program) was outsourced largely based on a cost benefit analysis. The MVA and the Maryland Department of the Environment audit the contractor’s performance to ensure contract compliance. The in-house cost of performing contract administration of the VEIP contract far outweighs the cost of the MVA’s contracting this service. Additionally, the MVA has outsourced many of its e-technology contracts. Again a cost benefit analysis of the service indicated that outsourcing was more cost effective than performing the service in-house. Project management

standards, thorough testing during design, and vigilant contract administration minimize the life cycle cost of these outsourced contracts.

Additionally, the MVA internal auditors have minimized the number of inspections and audits of business processes by using a “risk analysis versus cost effectiveness” approach. For example, instead of auditing all automobile dealerships with the same frequency, “high risk” dealerships are identified based on established criteria and are audited more frequently (once every 2-3 years). Lower risk dealerships are audited less frequently (once every 6-8 years).

6.2(a)6. How do you improve your business processes to achieve better performance and to keep them current ...?

See 6.1(b)5 for the Basic Process Improvement. Business processes are targeted for improvement based on customer and stakeholder comments and feedback and also on e-technology improvements.

Enhancements to the MVA’s core business are planned and budgeted to take advantage of economic and market trends. An example of a business process targeted for improvement was the standardization of project planning within the MVA. A Project Guide Handbook was devised and issued. It outlines the planning process, includes links to the Strategic Plan, project impact checklists, as well as the 13-point justification Project Action Form.

6.3 Support Processes

6.3(a)1. What are your key processes for supporting your daily operations and your employees in delivering ...?

Support Function	Key Support Processes	Key Operational Requirements
Planning and Finance	Planning; Budgeting; Auditing; Managing Projects	Strategic initiatives; Operating costs; Operating efficiency; Successful projects
Information Resources	Operating Technical Systems ; Operating Business Systems; Maintaining Quality Assurance; Knowledge Management	Hardware/Software accessibility; Programming support; Standards/process compliance; Information sharing
Administrative Services	Hiring; Training; Procuring; Managing Facilities	Employee retention; Job performance/satisfaction; Contract compliance; Public/employee access
Driver and /Vehicle Policy and Programs	Vehicle Services Operations; Driver Services Operations; Insurance Compliance; Safety	Error rate and wait time reductions; Error rate and wait time reductions; Regulatory adherence; Education
Operations	Branch Office Communication; Inspecting Vehicles	Revenue collection; Efficient operations; Emissions reduction

6.3(a)2. How do you determine key support process requirements, incorporating input from internal customers, ...?

6.3(a)3. How do you design these processes to meet all the key requirements?

6.3(a)4. How does your day-to-day operation of key support processes ensure meeting key performance ...?

6.3(a)5. What are your key performance measures/indicators used for the control and improvement of these ...?

Support functions have multiple internal customers. For instance, everyone in the organization is effected on a daily basis by Administrative Services. Their key support functions include all hiring, procuring and managing facilities. The personnel who perform these key support functions also interact on a daily basis with external customers. Following are some examples of specific support functions:

SUPPORT PROCESSES	REQUIREMENTS	MEASURES	STANDARDS	CONTROL STRATEGIES
Warehouse	Fill orders/requests	Cycle time	1 business day Minimum % of Stock outs	Feedback
Print Shop	Fill orders/requests	Cycle time	2 business days	Feedback
Facilities Maintenance	Work orders	Cycle time	4 hour response	Feedback

Further, major support Departments, such as Administrative Services, periodically survey their customers to determine areas of improvement. As a result of recent surveys, improvements have been

made to the warehousing operation to provide faster and more efficient customer service to all the branch offices statewide. The Procurement and Contracts section within Administrative Services has improved its external customer service by utilization of a 24 hour bid hotline and the use of the internet for bid advertisements (“e-Maryland Marketplace”).

6.3(a)6. How do you minimize overall costs associated with inspections, tests, and process/performance audits?
See 6.2(a)5 above for details relative to VEIP and MVA use of internal auditors.

6.3(a)7. How do you improve your support processes to achieve better performance and to keep them current ...?
See 6.1(b)5 for the Basic Process Improvement Process. Further, the MVA has recently implemented innovations to many of its support functions. Procurement has decentralized small purchases through the use of the procurement card and has implemented an automatic accounting system to track purchases. Human Resources adopted a database system that tracks vacancies, applicants and other pertinent information. It has also implemented “fax-on-demand” to allow applicants to conveniently download Human Resource forms as well as “IVR” or “Interactive Voice Response” which is a 24-hour hotline for vacancy information. The MVA garage adopted “Fleetmaster” which is a database system to track state vehicle information such as usage, preventive maintenance, etc. Information Resources recently installed “Project Central” which allows for better tracking of all information technology Help Desk calls and the timeliness and nature of subsequent responses.

CATEGORY 7: Business Results

7.1 Customer-Focused Results

7.1(a)1. What are your current levels and trends in key measures/indicators of customer satisfaction and dissatisfaction, including comparisons with competitors’ levels of customer satisfaction?

MVA has no role more important than Customer Satisfaction and Service, and recognizes that this includes the public, employees and other government agencies/communities. Among the recognition awards the MVA has received are:

Exhibit 7-1

AAMVA Customer Service Award 2000 – Maureen Sorenson
AAMVA Public Affairs and Consumer Education (PACE) Awards
Competition International Award for excellence in public information programs Promotional Items – “Rookie Driver”
Marketing Campaign-PR/Ad firm “Short Stops - Expansion Team - new opening” (Beltsville office – new) 1999
Motorcycle Safety Poster Regional 2000
Employee Newsletter, The Vehicle, Regional and International 2000
Website – Regional and International 2001
Aggressive Driving Program, Regional and International 2001

Wait times and visit times for customers, quality of service and customer satisfaction are all indicators of how well service is being delivered. The implementation of a Customer Traffic Management (CTM) system four and a half years ago has been a key management tool in deployment of resources and anticipating customer demand. An internal goal has been to strive for lower customer visit times for standard transactions which are tracked in the Quarterly surveys and branch office performance reports.

7.1(a)2. What are your current levels and trends in key measures /indicators of customer-perceived value, customer retention, positive referral, and/or other aspects of building relationships, as appropriate?

A sample of recent MVA driver safety, customer service, and information technology improvements:

Exhibit 7-2

Completing a study of “on the road” driving skills tests versus “closed course” driving skills tests.
Implementing the Automated Compulsory Insurance System.
Achieving a 33-minute average visit time in the branch offices and a 94 % customer concurrence to recommend the office.
Opening a full-service branch office in Westminster.

7.1(b). What are your current levels and trends in key measures/indicators of product and service performance that are important to your customers?

Exhibit 7-3

Branch Office Customer Service

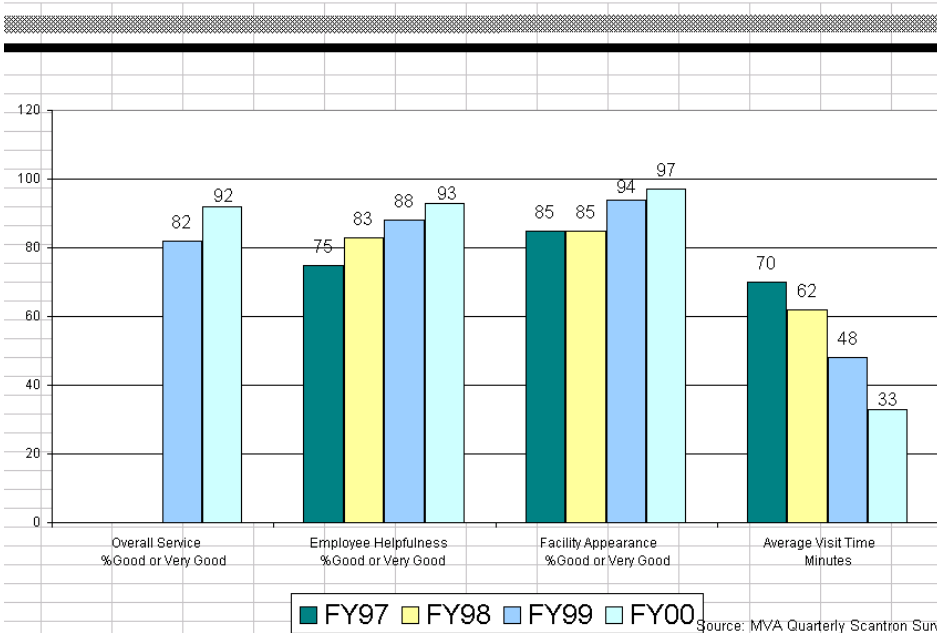


Exhibit 7-3 summarizes key points from the customer survey:

- Responses to customers rating service as Good or Very Good indicated a 10-point improvement from fiscal year 1999 to fiscal year 2000 - reflecting satisfaction with overall service and the value of training and improved management techniques.
- Customers rating employee helpfulness as Good or Very Good indicated a 5-point improvement from fiscal year 1999 to fiscal year 2000 – indicating that a satisfied employee is more likely to have a satisfied customer
- There is a continued upward trend as indicated by the percent of customers rating facility appearance as Good or Very reflecting that the quality of the physical surroundings is an important factor to the customer and overall service experience.
- Average Customer Visit Time is among the most effective key indicators for identifying quality of service. The improvement in visit time is a trend that will continue with the introduction of new systems and training.

This table presents a snapshot of some major transaction volume.

Exhibit 7-4

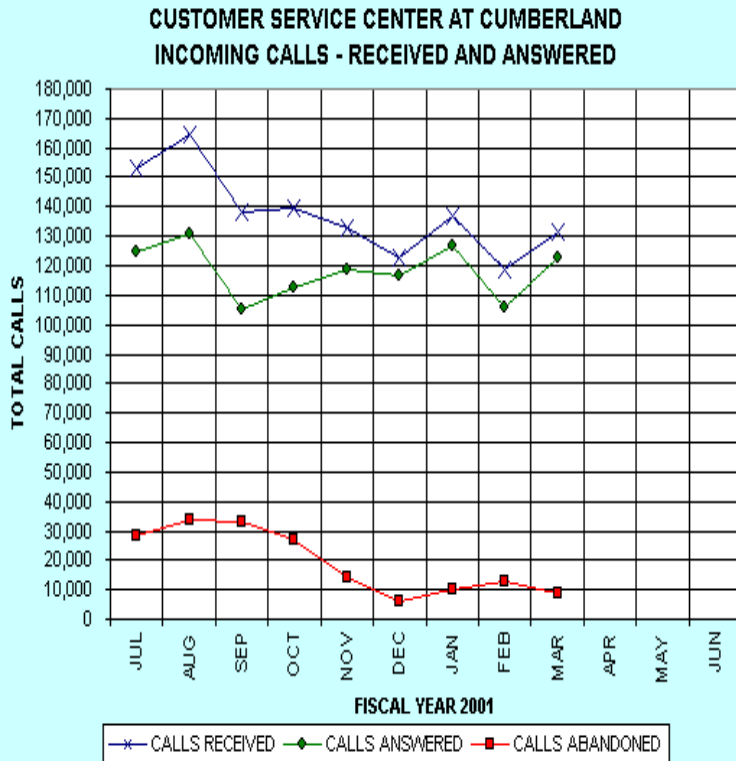
Transactions	1999 ACTUAL	2000 PROJECTED	2000 ACTUAL	2001 PROJECTED (revised)	2002 PROJECTED
DRIVER LICENSING					
Law Tests Passed (non CDL)	150,148	122,255	111,438	113,667	115,940
Law Tests Failed (non CDL)	164,125	133,346	126,033	128,554	131,125
Driving Tests Passed	105,429	96,586	86,175	87,899	89,656
Driving Tests Failed	62,537	57,640	45,867	46,784	47,720
Eye Tests Given	922,369	1,074,959	917,641	935,994	954,714
Renewals	674,908	687,936	689,847	703,644	717,717
Identification Cards Issued	101,966	95,723	118,722	121,096	123,518
VEHICLE REGISTRATION					
Certificates of Title	1,105,582	1,140,762	1,285,364	1,311,071	1,337,293
Registrations	2,235,323	2,083,400	2,551,138	2,602,161	2,654,204
Salvage Certificates	52,979	53,515	53,753	54,828	55,925
Cancelled Tags Received	658,820	584,547	697,739	711,694	725,928
Parking Flags Lifted	33,736	62,509	34,262	54,954	57,710
BUSINESS LICENSING & CONSUMER SERVICES					
Dealer Licenses	1,199	1,814	1,191	1,217	1,228
Salesman Licenses	9,509	10,326	9,163	9,452	9,632
Manufacturers Licenses	62	125	62	62	62
Distributor Licenses	15	28	21	23	24
Factory Branch Licenses	3	9	5	7	7
Title Service Agents	35	50	39	39	40
Auto Wrecker Licenses	35	198	42	42	43

Exhibit 7-5

Customer Service Center (CSC)

INCOMING CALLS RECEIVED & ANSWERED

For the third quarter of FY 2001, the Customer Service Center at Cumberland showed a leveling off of the number of calls received averaging 129,074 calls monthly. Beginning with November 2000 a trend has begun to emerge. The number of calls answered closely follows the pattern established by calls received. The downward trend experienced in the second quarter did not continue in the third quarter. The third quarter reflects a leveling off. On January 26, 2001, the Interactive Voice Response (IVR) telecommunications system was installed and made available to the public.



ABANDONED CALLS -The abandoned call rate began to decline in December of the second quarter of FY 2001 and continued during the third quarter. The third quarter averaged 8.32% abandoned rate as compared to 15.7% for the third quarter of FY 2000. Looking at the past five months in fiscal year 2001 (Nov. 00 to Mar. 01) the center has averaged 8.2%. This is below the 10% standard that has been established. The third quarter continued to have an abandoned call rate less than the previous fiscal year.

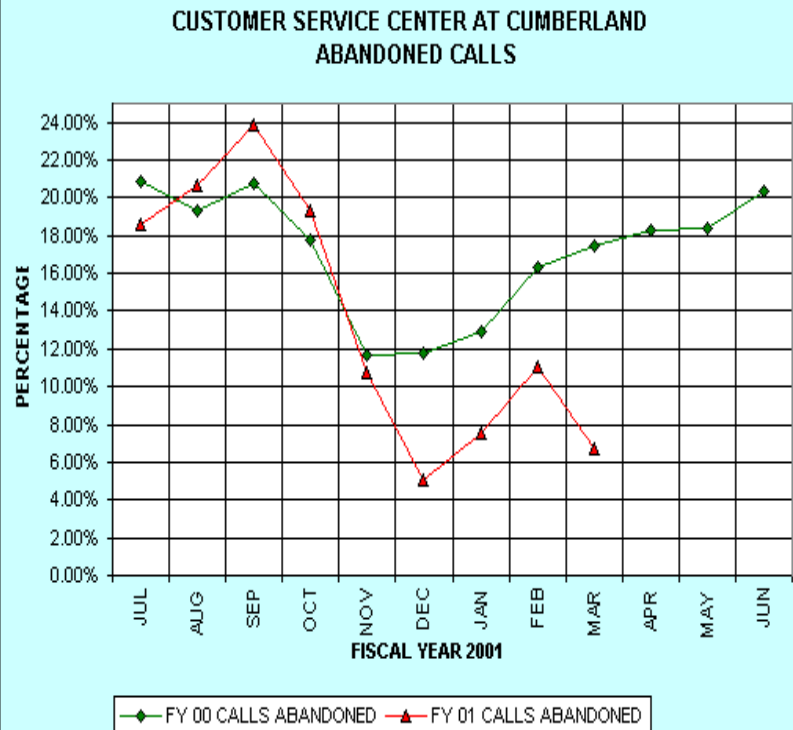


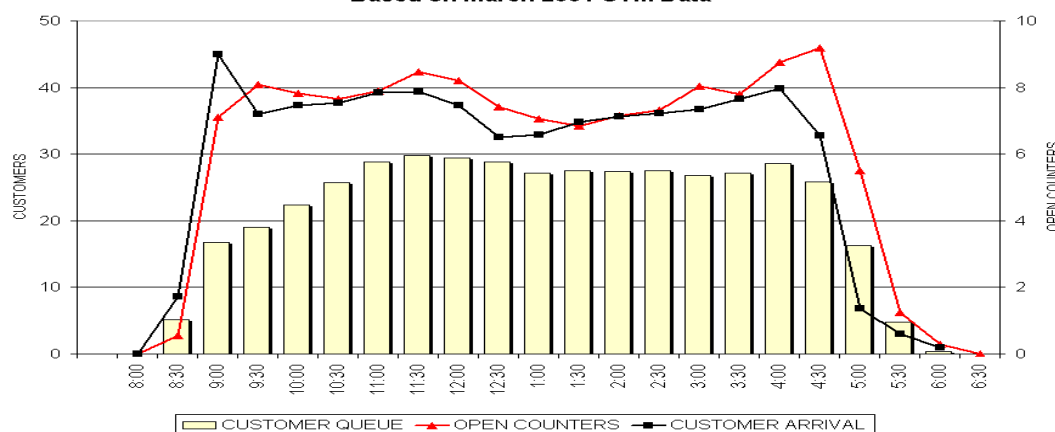
Exhibit 7-6

MVA Facility	Visit Time/Min.	Trans per Empl	Office Productivity	Customer Satisfaction	Rating category			Facility Appearance	Weighted Average Performance	Overall Rating	Progress				Issues/Comments Overtime \$/Empl YTD(Mar.)
					Employee Helpfulness	Employee Retention					Q 1	Q 2	Q 3	Q 4	
Weight →	N/A	N/A	1.1	1.0	0.9	0.8		0.7							
Region 1 (W. MD.)															
Cumberland/Oak	17	1,308	72.9%	98.1%	98.0%	100.0%		99.5%	83.2%	3	4	3	3		\$3,141.00
Frederick	34	1,929	107.5%	90.4%	93.5%	100.0%		97.1%	88.2%	4	4	4	4		\$2,158.00
Hagerstown	18	1,819	101.3%	97.3%	98.0%	100.0%		96.0%	88.8%	4	4	4	4		\$762.00
Westminster	36	1,391	77.5%	84.0%	88.4%	95.2%		98.0%	78.7%	3	3	3	3		\$4,461.00
Region Avg.	27	1,637	88.0%	92.7%	94.9%	98.9%		97.6%	84.5%	3	3	4	3		
Region 2 (Balt. Metro.)															
Baltimore City	46	1,798	100.2%	78.6%	81.3%	97.9%		90.9%	80.8%	3	4	3	3		\$3,400.00
Bel Air	29	1,993	111.0%	93.4%	96.2%	97.5%		95.9%	89.4%	4	4	4	4		\$3,480.00
Elkton	22	1,634	91.0%	96.5%	98.9%	100.0%		99.6%	87.1%	4	4	4	4		\$1,313.00
Essex	33	2,040	113.7%	90.3%	92.1%	100.0%		96.0%	89.1%	4	4	4	4		\$2,832.00
* Charles Center	17	2,381	95.7%	96.3%	96.8%	100.0%		95.5%	87.1%	4	3	3	4		\$910.00
* Towson	15	2,903	116.7%	100.0%	99.2%	100.0%		100.0%	93.5%	4	4	5	4		\$1,340.00
Region Avg.	32	1,964	105.6%	89.2%	91.3%	98.7%		95.2%	86.6%	4	4	4	4		
Region 3 (NW. DC.)															
Beltsville	41	1,933	107.7%	93.7%	96.0%	95.5%		95.6%	88.4%	4	3	4	4		\$3,684.00
Gaithersburg	47	1,710	95.2%	86.1%	87.6%	95.2%		92.4%	82.1%	3	2	3	3		\$2,379.00
* Columbia	18	2,687	108.0%	98.8%	99.0%	100.0%		99.3%	91.2%	4	4	4	4		\$1,649.00
* Glenmont	19	3,226	129.6%	97.4%	99.2%	100.0%		98.1%	95.6%	5	4	4	5		\$2,141.00
* Walnut Hill	15	2,345	94.3%	97.6%	98.9%	100.0%		99.4%	88.0%	4	4	4	4		\$925.00
Region Avg.	35	2,019	108.5%	92.5%	94.2%	96.0%		95.7%	88.1%	4	3	4	4		
Region 4 (SE. DC.)															
Largo	50	1,623	90.4%	87.8%	92.6%	98.6%		97.0%	83.5%	3	3	3	3		\$2,876.00
Waldorf	32	1,622	90.4%	93.9%	95.6%	100.0%		97.6%	85.5%	4	4	3	4		\$2,745.00
* Landover	12	1,712	68.8%	99.6%	99.5%	100.0%		98.1%	82.7%	3	3	3	3		\$1,196.00
* Loveville/PF	23	1,993	80.1%	95.9%	96.3%	100.0%		98.0%	83.9%	3	4	4	3		\$955.00
Region Avg.	36	1,647	88.5%	91.9%	94.7%	99.3%		97.4%	84.4%	3	3	3	3		
Region 5 (Balt./Shore)															
Annapolis	27	1,858	103.5%	94.2%	93.5%	100.0%		98.3%	88.2%	4	4	4	4		\$2,508.00
Easton	22	1,846	102.8%	97.4%	95.5%	100.0%		99.2%	89.2%	4	4	4	4		\$1,647.00
Glen Burnie	36	1,981	110.4%	90.2%	93.9%	97.9%		94.1%	88.1%	4	4	4	4		\$3,709.00
Salisbury	27	1,858	103.5%	94.2%	98.5%	100.0%		97.8%	89.0%	4	4	4	4		\$1,651.00
Region Avg.	32	1,921	103.3%	92.2%	94.2%	98.9%		95.8%	87.4%	4	4	4	4		
Statewide															
Full Service	36	1,795	100.0%	90.7%	93.0%	98.1%		95.9%	86.0%	4	3	4	4		
Express Service	16	2,488	100.0%	98.1%	98.9%	100.0%		98.7%	89.2%	4	4	4	4		
Statewide	33	1,860	100.0%	91.7%	93.8%	98.3%		96.3%	86.4%	4	4	4	4		

Question	Mar 99	Mar 00	Mar 01
Visit time	43 Min.	31 Min.	33 Min.
Visit time satisfaction	81.7%	90.4%	88.1%
Customer satisfaction	88.9%	93.9%	91.6%
Employee effectiveness			
- Friendly (Courteous)	90.1%	93.6%	92.6%
- Helpful	91.2%	94.6%	93.7%
- Professional (Knowledge)	91.3%	94.4%	93.6%

Exhibit 7-8
Comparison to previous period:

Visit time shows a significant change for the same period two (2) years ago, with a slight increase over the same period last year. The increase of visit time is reflected in the decrease of visit time satisfaction and overall customer satisfaction for the same period of last

**Statewide Customer Per Half Hour
Based on March 2001 CTM Data**

Exhibit 7-9

The graph in Exhibit 7-9 compares customer arrival and open counters against customers in queue and represents the statewide average for offices with CTM capabilities. While the combining of all CTM-equipped offices tends to smooth the dynamics of customer demand, the significant characteristics are still evident. These include an opening customer peak with additional surges between 10 – 12 and 2 – 4. From the staffing perspective, counters-open do not meet the customer demand until 9:30, fall behind during lunch period, and then are heavily staffed in the late afternoon to clear the office. A significant problem in the large offices, this staffing pattern constrains customer flow and results in a crowd that continues to grow during the day producing ever greater wait times.

The table in Exhibit 7-10 to the right contrasts the Visit Time and % of Customers Served in <30 Minutes for Q3 '00 and Q3 '01.

*Westminster was an Express Office in FY2000

Exhibit 7-10

VISIT TIME COMPARISON						
BRANCH OFFICE	Visit Time Minutes			% Served < 30 Minutes		
	Q3 '00	Q3 '01	Change	Q3 '00	Q3 '01	Change
ANNAPOLIS	20	27	7.0	84.7%	71.4%	-15.7%
BALTIMORE CITY	39	46	7.0	57.9%	41.7%	-28.0%
BEL AIR	27	29	2.0	72.9%	60.9%	-16.5%
BELTSVILLE	46	41	-5.0	43.7%	53.6%	22.7%
CUMBERLAND	18	17	-1.0	87.5%	89.5%	2.3%
EASTON	20	22	2.0	86.0%	79.8%	-7.2%
ELKTON	22	22	0.0	77.9%	76.9%	-1.3%
ESSEX	30	33	3.0	64.1%	59.6%	-7.0%
FREDERICK	34	34	0.0	58.2%	55.4%	-4.8%
GAITHERSBURG	54	47	-7.0	38.5%	47.4%	23.1%
GLEN BURNIE	32	36	4.0	66.7%	55.7%	-16.5%
HAGERSTOWN	18	18	0.0	86.4%	88.4%	2.3%
LARGO	33	50	17.0	59.6%	38.7%	-35.1%
MOBILE BUS	16	8	-8.0	86.6%	100.0%	15.5%
SALISBURY	25	27	2.0	73.7%	72.2%	-2.0%
WALDORF	25	32	7.0	76.6%	63.2%	-17.5%
WESTMINSTER*	19	36	17.0	82.9%	52.2%	-37.0%
CHARLES CENTER	19	17	-2.0	86.3%	89.8%	4.1%
COLUMBIA	15	18	3.0	95.6%	89.2%	-6.7%
GLENMONT	28	19	-9.0	66.3%	85.5%	29.0%
LANDOVER	13	12	-1.0	95.7%	96.8%	1.1%
TOWSON	28	15	-13.0	61.7%	96.3%	56.1%
WALNUT HILL	18	15	-3.0	87.4%	91.5%	4.7%
LOVEVILLE	19	24	5.0	85.5%	78.8%	-7.8%
OAKLAND	28	13	-15.0	69.1%	94.7%	37.0%
PRINCE FREDERICK	24	22	-2.0	80.0%	80.0%	0.0%
STATEWIDE	31	33	2.0	N/A	N/A	N/A

7.2 Financial and Market Results

7.2(a)1. What are your current levels and trends in key measures/indicators of financial performance, including aggregate measures of financial return and/or economic value, as appropriate?

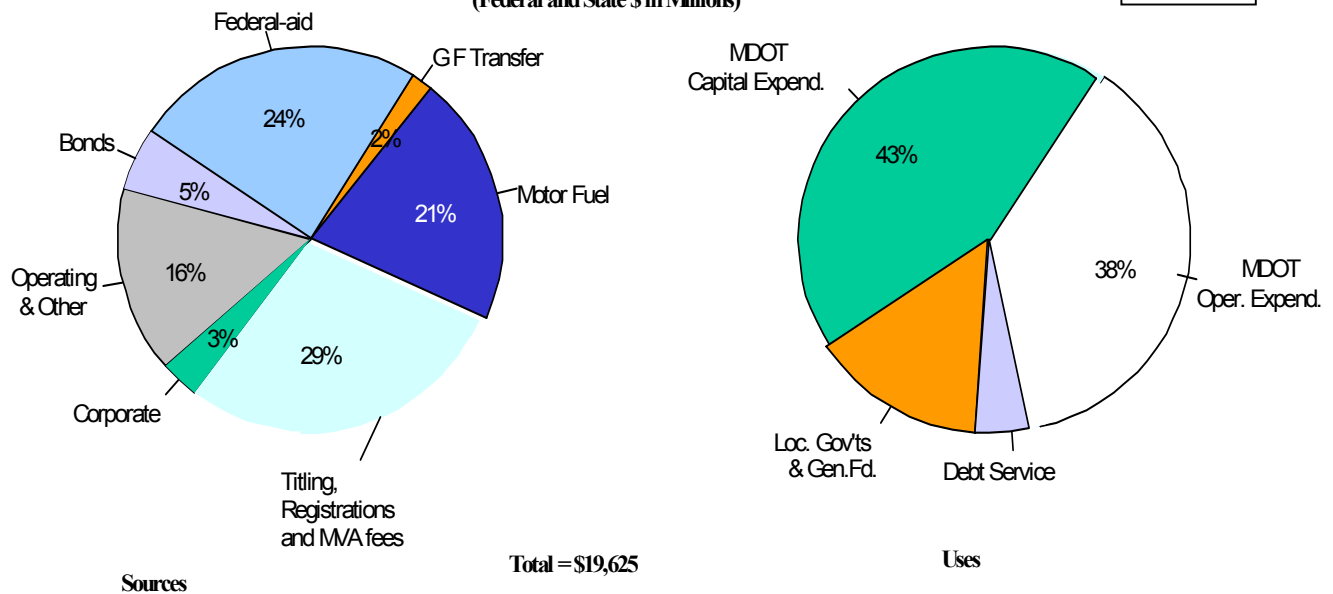
Exhibit 7-11

CTM Analysis: The following table in Exhibit 7-11 was prepared using a CTM report for March 2001. These times do not include time spent at information or document review, and only account for the first step of a multi-step process. In this table, for example, the average service time for a title transaction is 8.3 minutes with a standard deviation (stdev) of 1.5 minutes. This is an average of 6.8 – 9.8 minutes. Highlighted in gray are those offices performing better than average.

CTM - MAJOR TRANSACTION STATISTICS																			
March - 2001																			
Activity	BRANCH OFFICES															Avg.	stddev.		
	Annap	Balt	Bel Air	Belts	Cumb	Easton	Elkton	Essex	Fred	Gaith	Glen B.	Hager	Largo	Salis	Waldorf			West	
TITL (Title transactions)																			
Reps Avail		2.06	1.86	3.99	1.17	1.79	1.51	2.13	1.63	5.54	3.32	1.93	3.93	1.77	3.20	1.26	2.5	1.2	
% Busy		60%	53%	65%	47%	59%	75%	60%	47%	49%	95%	42%	56%	49%	50%	72%	58.4%	13.6%	
Service Time		7.78	7.72	8.11	7.41	7.86	10.32	8.39	6.02	11.84	9.47	6.36	8.46	7.07	7.37	10.17	8.3	1.5	
Wait Time		21.24	20.85	36.32	4.27	11.19	15.49	16.03	18.59	23.45	25.25	4.10	31.11	18.29	12.13	22.79	18.7	8.7	
Service + Wait	0.00	29.02	28.57	44.43	11.68	19.05	25.81	24.42	24.61	35.29	34.72	10.46	39.57	25.36	19.50	32.96	27.0	9.4	
ARIS (Registration renewal)																			
Reps Avail		2.87	1.84	4.03	1.17	1.79	1.65	2.46	1.65	5.56	3.46	1.95	4.14	1.77	3.30	1.80	2.6	1.2	
% Busy		48%	34%	35%	30%	28%	20%	39%	23%	17%	86%	16%	22%	33%	31%	36%	33.2%	16.7%	
Service Time		4.32	3.11	4.48	2.83	3.59	3.38	3.54	2.76	5.26	4.77	2.17	3.73	3.70	3.72	7.03	3.9	1.2	
Wait Time		34.26	15.26	37.09	4.30	9.86	10.41	13.88	17.60	15.71	13.81	4.55	25.01	17.60	10.68	15.32	16.4	9.2	
Service + Wait	0.00	38.58	18.37	41.57	7.13	13.45	13.79	17.42	20.36	20.97	18.58	6.72	28.74	21.30	14.40	22.35	20.2	9.7	
Taris % Busy	0%	107%	87%	100%	76%	86%	95%	99%	69%	67%	N/A	58%	78%	82%	81%	108%	85.3%	15.0%	
DLPS (Driver License)																			
Reps Avail		2.03	1.48	3.08	0.96	1.02	1.18	2.37	1.58	3.77	N/A	1.26	1.17	1.18	1.67	1.30	1.7	0.8	
DLPS % Busy		76%	57%	87%	57%	54%	63%	78%	67%	92%	N/A	50%	90%	74%	77%	69%	71%	13%	
Service Time		4.17	3.63	5.06	5.43	3.58	5.62	5.40	4.28	8.57	N/A	4.60	4.62	5.16	3.87	5.69	5.0	1.2	
Wait Time		7.72	2.71	20.48	3.10	4.13	5.23	7.76	5.45	17.25	N/A	2.92	24.38	6.84	9.78	7.84	9.0	6.7	
Service + Wait	0.00	11.89	6.34	25.54	8.53	7.71	10.85	13.16	9.73	25.82	N/A	7.52	29.00	12.00	13.65	13.53	13.9	7.2	

**Transportation Trust Fund
FY 2001 - FY 2006 Sources and Uses of Funds
(Federal and State \$ in Millions)**

Exhibit 7-12



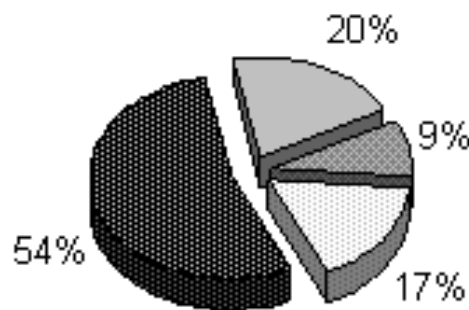
•NOTE: Includes non-budgeted fare revenue and federal assistance.

Transportation needs in Maryland are funded from an integrated account called the Transportation Trust Fund. The MVA collects close to \$1 billion in revenue per year that is deposited into this Fund. This revenue represents an average of 30% of the total Fund. Sources of funds include motor fuel taxes, motor vehicle excise (titling) taxes, motor vehicle fees (registrations, licenses and other fees), and federal-aid. (See Exhibit 7-12) It is projected that MVA will collect over \$5 billion over the next six years from vehicle and driver fees.

MVA \$\$\$ - TRUST FUND DISTRIBUTION

Exhibit 7-13

(Exhibit 7-13) Certain Trust Fund revenues are shared with other state agencies and local governments based on statutory requirements.

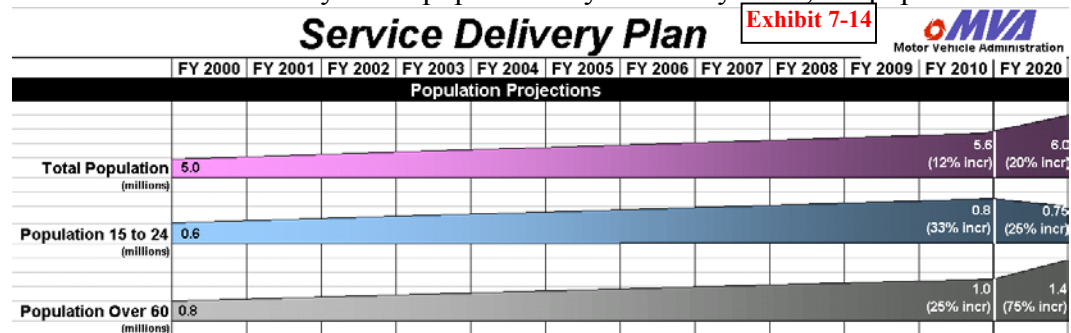


- MDOT Programs (not including MVA) - 54%
- Local Governments - 20%
- General Fund (MEDIVAC, MAIF, state police, general purpose) - 9%
- MVA Programs - 17%

7.2(a)2. What are your current levels and trends in key measures/indicators of marketplace performance, including market share/position, business growth, and new markets entered, as appropriate?

Maryland's population is projected to increase over the next ten to twenty years. Population data projections indicate a 12% increase in Maryland's population by 2010. By 2020, the population will have increased

by 20%. Exhibit 7-14 highlights two age groups, which the MVA has identified as key areas for service demand in the future.



The 15 to 24 year old age group represents a significant percentage of potential new drivers and has a projected increase of 33% over the next 10 years. The "over 60" population is projected to increase dramatically over the next ten to twenty years as well.

7.3 Human Resource Results

7.3(a)1. What are your current levels and trends in key measures/indicators of employee well being, satisfaction and dissatisfaction, and development?

7.3(a)2. What are your current levels and trends in key measures/indicators of work system performance and effectiveness?

TRANSACTIONS/EMPLOYEE

Beginning 3rd Quarter fiscal year 2001, employees **leave** and **training** have been identified and summarized by branch. The Transaction/Employee table has been modified to include total hours worked, leave

hours taken, percent of leave to total hours available, training hours and net FTE's (Full Time Equivalent) per office.

Transactions per available employee are then calculated based on the actual

working staff during the quarter.

Office cost accounting

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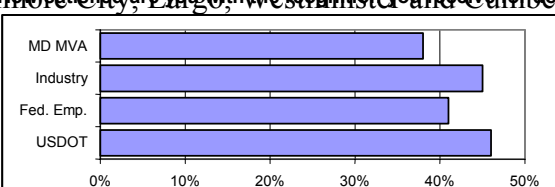
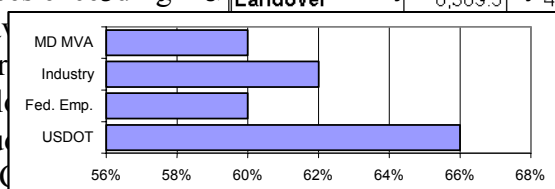
Exhibit 7-15

Equivalent Available FTE'S 3rd Quarter FY 2001									
OFFICE	Hours Paid	Hours Leave	Percent Leave	Hours Training	Total Staff	Diff Staff/FTE	Net FTE	Tran per Net FTE	YTD OT\$/Emp
Glenmont	6,445.2	1,014.6	15.7%	121.0	13.4	2.4	11.1	3,226	\$2,141
Towson	5,809.5	688.3	11.8%	79.5	12.1	1.6	10.5	2,903	\$1,340
Columbia	4,612.0	164.8	3.6%	155.5	9.6	0.7	8.9	2,687	\$1,649
Charles Center	2,768.2	611.7	22.1%	61.5	5.8	1.4	4.4	2,381	\$910
Walnut Hill	5,552.0	177.0	3.2%	80.0	11.6	0.5	11.0	2,345	\$925
Essex	16,593.4	2,084.0	12.6%	198.0	34.6	4.8	29.8	2,040	\$2,832
Loveville/PF	3,255.4	399.2	12.3%	59.0	6.8	1.0	5.8	1,993	\$955
Bel Air	21,600.7	5,533.5	25.6%	260.0	45.0	12.1	32.9	1,993	\$3,480
Glen Burnie	50,863.6	8,512.7	16.7%	124.4	106.0	18.0	88.0	1,981	\$3,709
Beltsville	32,633.3	7,651.8	23.4%	377.5	68.0	16.7	51.3	1,933	\$3,684
Frederick	15,434.0	1,764.4	11.4%	191.0	32.2	4.1	28.1	1,929	\$2,158
Annapolis	22,681.2	4,351.1	19.2%	305.0	47.3	9.7	37.6	1,858	\$2,508
Salisbury	13,030.2	2,509.9	19.7%	112.0	28.8	5.6	23.2	1,858	\$1,651
Baltimore City	13,030.2	2,509.9	19.7%	112.0	28.8	5.6	23.2	1,858	\$1,651
Landover	13,030.2	2,509.9	19.7%	112.0	28.8	5.6	23.2	1,858	\$1,651

Benchmark Comparisons

Percent favorable responses (Good & Very Good) on a five-point scale ~ 36%

Office	Hours Paid	Hours Leave	Percent Leave	Hours Training	Total Staff	Diff Staff/FTE	Net FTE	Tran per Net FTE	YTD OT\$/Emp
MD MVA	6,445.2	1,014.6	15.7%	121.0	13.4	2.4	11.1	3,226	\$2,141
Industry	5,809.5	688.3	11.8%	79.5	12.1	1.6	10.5	2,903	\$1,340
Fed. Emp.	4,612.0	164.8	3.6%	155.5	9.6	0.7	8.9	2,687	\$1,649
USDOT	2,768.2	611.7	22.1%	61.5	5.8	1.4	4.4	2,381	\$910



More meaningful outcome measures will come from the new thirty-question employee survey administered annually to all employees. One of the new measures is for employees to rate job satisfaction. The fiscal year 2001 rating by MVA employees was 60%. It is important to note that the average for this measure for USDOT (United States Department of Transportation) is 66%, for all Federal employees it is 60%, and for the private transportation industry it is 62%.

7.4 Organizational Effectiveness Results

7.4(a)1. What are your current levels and trends in key measures/indicators of the operational performance of key design, production, delivery, business and support processes?

7.4(a)2. What are your results for key measures/indicators of accomplishment of organizational strategy?

7.4(b). What are your results for key measures/indicators of regulatory/legal compliance and citizenship?

Exhibit 7-17 indicates key performance measures for VEIP.

VEIP NETWORK REPORT BY COUNTY

MAY 2001

Exhibit 7-17



COUNTY	STATION	TOTAL VEHICLE TESTS	DYNO TESTS	AVERAGE WAIT TIME	LANE DOWN %	DAMAG INCIDENTS	REPAIR WAIVER	SR. CITIZEN WAIVER	DISABLED WAIVER
ANNE ARUNDEL	Annapolis	6,877	5,447	0.8	3%	0	*	*	*
	Ordance Rd	6,412	5,453	3.7	3%	1	*	*	*
	TOTAL	13,289	10,900	2.3	3%	1	*	457	35
BALTIMORE CITY	Edgewood St	5,069	4,116	3.3	9%	0	*	*	*
	Erdman Ave	10,418	7,512	5.4	3%	1	*	*	*
	TOTAL	15,487	11,628	4.4	6%	1	*	442	37
BALTIMORE	Owings Mills	7,542	6,260	2.2	4%	2	*	1,022	89
CALVERT	Prince Frederick	2,285	1,965	0.7	7%	0	*	56	6
CARROLL	Westminster	3,729	3,087	2.1	8%	0	*	178	15
CECIL	Northeast	2,672	2,259	1.1	1%	1	*	85	5
CHARLES	Waldorf	3,630	3,135	2.5	5%	1	*	73	11
FREDERICK	Frederick	5,694	4,788	1.8	6%	0	*	252	12
HARFORD	Bel Air	6,389	5,535	2.1	3%	0	*	175	17
HOWARD	Columbia	7,062	6,161	4.3	4%	1	*	120	9
MONTGOMERY	Derwood	8,767	7,221	5.5	4%	5	*	*	*
	Gaithersburg	5,080	4,266	3.7	3%	0	*	*	*
	White Oak	10,676	8,910	2.7	1%	0	*	*	*
	TOTAL	24,523	20,397	4.0	3%	5	*	637	32
PRINCE GEORGE	Clinton	5,860	4,877	2.2	8%	0	*	*	*
	Glen Arden	6,697	5,052	3.9	6%	0	*	*	*
	TOTAL	12,557	9,929	3.1	7%	0	*	414	59
QUEEN ANNE	Grasonville	1,190	1,013	0.1	4%	0	*	54	2
WASHINGTON	Hagerstown	3,488	2,931	1.1	5%	0	*	240	10
NETWORK TOTALS		109,537	89,988	2.6	5%	12	781	4,205	339

Exhibit 7-18 MVA has identified performance measures that are providing true indicators for how well the Agency is doing. Average visit time and customer survey ratings will continue to be the most immediate indicators of performance. As part of the budget submission, MVA has identified the following vital performance measures that provide a snapshot of linkages to the budget. The MVA's Key Performance Areas form the basis for the setting and review of performance measures and targets, while the safety message remains vital.

KEY PERFORMANCE AREAS, OBJECTIVES, AND PERFORMANCE MEASURES

DRIVER SAFETY - Improve driver safety by assisting novice and existing drivers to make responsible decisions when operating and owning a motor vehicle.

Exhibit 7-19

CUSTOMER SATISFACTION AND SERVICE - Provide customer-friendly service.

Objective 2.1	Achieve 93% of customers rating service as Good or Very Good by fiscal year 2003.					
Objective 2.2	Achieve 97% of customers rating facility appearance as Good or Very Good by fiscal year 2003.					
Objective 2.3	Reduce average customer visit time to 30 minutes by fiscal year 2003.					
Objective 2.4	Reduce the abandoned call rate at the Customer Service Call Center to less than 10% by fiscal year 2003.					
Performance Measures		1999	2000	2001	2002	2003
Note: *New measures for which data are not available		Actual	Actual	Actual	Est.	Est.
Inputs:						
Number of service facilities (Branch offices and VEIP stations)		44	44	44	44	44
Outputs:						
Number of transactions (millions)		11.4	11.3	12.5	12.6	12.7
Number of walk-in transactions (millions)		7.5	7.5	7.2	7.4	7.1
Outcomes:						
Average Branch office Customer Visit Time (minutes)		48	33	34	32	30
Abandoned Call Rate at the Customer Service Center		*	17.3%	13.8%	12%	9%
Quality:						
Percent of branch office customers rating service as Good or Very Good		82%	92%	91%	92%	93%

Percent of Call Center customers rating service as Good or Very Good	*	*	*	*	*
Percent of branch office customers rating facility appearance as Good or Very Good	94%	97%	96%	97%	97%

OPERATING EFFICIENCY - Increase service delivery access points through information technology.

Objective 3.1	Provide 70% of information and services available to the public over the Internet by fiscal year 2003.					
Objective 3.2	Increase use of alternative service delivery options to 36% of major transactions by fiscal year 2003.					
Objective 3.3	Establish a flexible, functional, and cost-effective Information Technology environment to continue to run MVA business processes.					
Performance Measures		1999	2000	2001	2002	2003
Note: *New measures for which data are not available		Actual	Actual	Actual	Est.	Est.
Outputs:						
Number of alternative service delivery options for major transactions		8	8	9	9	9
Number of transactions (millions)		11.4	11.3	12.5	12.6	12.7
Number of alternative service delivery transactions (millions)		3.9	3.8	5.3	5.5	5.6
Outcomes:						
Percent of registration renewals by alternative service delivery		63%	64%	64%	65%	66%
Percent of new titles issued electronically		25%	29%	33%	37%	40%
Alternative service delivery transactions as percent of total transactions		34%	33%	42%	43%	45%
Percent of information & services available to the public over the Internet		*	59%	64%	67%	70%
Quality:						
Percent of customers rating ease of use of registration renewal by alternative service delivery as Easy		*	96%	98%	98%	98%
Percent of customers indicating they would renew their registration by alternative service delivery again		*	98%	98%	98%	98%

EMPLOYEE ENRICHMENT - Attract, hire and retain quality employees and encourage quality job performance.

Objective 4.1	employees rating job satisfaction as Good or Very Good by fiscal year 2003.					
Objective 4.2	Achieve 94% of customers rating employee helpfulness as Good or Very Good by fiscal year 2003.					
Objective 4.3	Achieve 48% of employees rating the training and guidance they receive needed for their jobs as Good or Very Good by fiscal year 2003.					
Performance Measures		1999	2000	2001	2002	2003
Note: *New measures for which data are not available		Actual	Actual	Actual	Est.	Est.
Outcomes:						
Percent of employees rating the training they receive needed for their jobs as Good or Very Good		*	*	45%	47%	48%
Quality:						
Percent of branch office customers rating employee helpfulness as Good or Very Good		88%	93%	94%	94%	94%
Percent of employees rating job satisfaction as Good or Very Good		*	*	60%	62%	63%

ENVIRONMENT - Support Maryland's environmental protection objectives by administering the Vehicle Emissions Inspection Program and offering the Chesapeake Bay and other special plate programs.

Objective 5.1	Reduce vehicle emissions, in conjunction with other programs, by providing timely service in the testing of vehicles.					
Objective 5.2	Develop specially designed license plates to preserve and support the environment based on legislation.					
Performance Measures		1999	2000	2001	2002	2003
Note: *New measures for which data are not available		Actual	Actual	Actual	Est.	Est.
Outputs:						
Total vehicle emissions tests (million)		1,275,611	1,173,568	1,087,353	1,240,200	1,240,200
License plate fees remitted to the Chesapeake Bay Trust Fund (\$000)		*	\$580	\$585	\$590	\$590
License plate fees remitted to the Agricultural Education Foundation (\$000)		*	*	*	\$50	\$50
Quality:						
Average Wait Time at VEIP Station (minutes)		5.6	6	< 5	7	7
Average failure rate for the initial VEIP test		8.3%	8%	8%	9%	9.5%